

PERSONAL INFORMATION

**Khawla Konyna**

 Berlin, Germany

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Sex Female

Nationality Syrian



PERSONAL STATEMENT

Effectively contributing to policy advice, development work and academic research activities in the fields of Technical Education & Vocational Training and Employment

CURRENT POSITION

Ph.D. Candidate at Humboldt-Universität zu Berlin

RESEARCH PROJECT

**Title: Role & Influence of entrepreneurs on re-shaping formal skill formation in Syria since 2000 - A contribution to defining their role in a future Syria**

The case of the Apprenticeship Scheme (AppSS2000) in Syria that was introduced into the vocational education system in the year 2000 have different facets which intersect with various fields of academic research. First, it is a policy borrowing in education. The AppSS2000 is a tailored-copy of the “Dual Ausbildung” system in Germany which is in fact a specific vocational education policy of “collective skill formation” type. Second, this case is seen as an institutional novelty in Syria because it is a first institutionalized partnership between the state actors and the private sector actors in the provision of vocational education. Third, through development cooperation, actors were supported during the process of piloting the AppSS2000 and conditioning it for the national context. However, this process of policy borrowing has never reached the internalization stage; neither have many attempts to introduce the successful VET policy model in Germany to the Middle East through development aid. To explain why and fill the research gap, the issue of “context” is identified as being of complex significance. No theories can explain that even groups in socialized communities often fail to obtain jointly beneficial outcomes. The base hypothesis is that the collective skill formation system can only be built through a trust-based partnership between the actors. The trust is then reflected on the institutions, but is also nurtured by the institutions.

Using different theories of the institutional economics, I will analyze the different perspectives of the three levels of actors. My thesis will focus on two sectors: “Agro-food, food processing and packaging” and “Metal products and Engineering”. Those two sectors are especially relevant to the re-construction of the post-conflict Syrian economy.

WORK EXPERIENCE

Aug. 2016 - April. 2019

**International Short Term Advisor: Regional labor market information and interventions**

GFA Consulting Group GmbH, Eulenkrugstrasse 82, D-22359 Hamburg, Germany

GFA is contracted by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) to implement part of the activities in the Employment Promotion Program (Waked St.12, 11579 Downtown Cairo, Egypt)

- Provide capacity building and backstopping to the Regional Labor Market Observatories (RLMOs) in to collect and analyse regional LM information and implement the concept for sustainability (of the RLMOs)
- Support the development of the concept for the sustainability of the RLMOs
- Provide capacity building to GIZ staff supporting the RLMOs

**Business or sector** International Development / Employment and Economic Policy Advice

Jan. 2013 - July 2016

**Development Advisor**

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Employment Promotion Program

Waked St.12, 11579 Downtown Cairo, Egypt

- Project work: Supporting the head of Component 2 “Private Sector Participation” and the team leader in the coordination and realization of programme activities.
- Skills development and capacity development activities: Capacitating partners in quantitative and qualitative research and labour market analysis (PROSPECT method)
- Knowledge management and communications: Contributing to the knowledge management of the program
- Publications: Developed a “Comprehensive manual for the implementation of participatory labour market monitoring in Egypt”, contributions to sectoral studies and labour market analysis

**Business or sector** International Development / Employment and Economic Policy Advice

Feb. 2009 - Present  
(part time)

**Consultant**

Arab Federation for Engineering Industries - Damascus Office

- Research work: Develop concept papers, discuss and review papers with the members, present papers to regional and national events of interest to the Federation
- Organization and Event Management:
  - Organizing events and awareness raising activities
  - Administering logistics
  - Other tasks related to the duties of the Secretary General (a Syrian businessman)

**Business or sector** Business Consultancy – Business Research

Sep. 2009 - Dec. 2012

**National Expert & Consultant**

GIZ, Regional Cooperation in TVET (Egypt, Lebanon, Jordan, and Palestinian Territories)  
 German House, Abou Rommaneh, Damascus, Syria

- Project Management: Support of the team leader in the coordination and implementation of project activities including writing action plans
- Research work: Designed and conducted project relevant research and studies (e.g. tracer study for Dual System students in Damascus governorate, paper on policies for promoting renewable energies)
- Project work: Support the introduction and development processes of the Arab Occupational Classification (AOC) through the Arab Labor Organization (ALO) in its member countries
- Communication and knowledge management: Promotion of stakeholder dialogue with the ALO, and administering the project website
- Training the key user groups of the AOC and dissemination of the interactive software to secure the standardized use of the databank
- Policy and development advise on technical education to regional stakeholders

[Business or sector](#) International Development work

Mar. 2006 - Feb. 2009

**HRD/VET Consultant, Office Manager, and Personal Assistant to the Vice Minister of Industry in Syria**

Office of the Vice Minister of Industry (seconded by PS) Dr.A.H.El Yafi  
 10 Maysaloon St., Damascus, Syria

- Research work: Compile research results and assist in their analysis, drafting articles or papers with regard to Technical Education and Training and Vocational Education and Training (VET) strategies in Syria
- Policy Advice: Support the development of VET policy by providing consultancy to VET managers under the umbrella of the Ministry Of Industry (MOI)
- Organizational Management: Organize and cooperate with working groups for evaluating VET projects and programs, participate in VET/HRD related programs and workshops.
- Capacity development: Capacitate staff in the ministry in communications, organization of events, VET policies and research design and studies

[Business or sector](#) Policy advice / Technical and Vocational Education

Feb. 2001 - June 2001

**Teaching Assistant (TA) in Computer Science, Harvard University**

Harvard University, Department of Engineering and Applied Sciences  
 Boston, USA

- Delivering sections (practical lab sessions) to undergrad students
- Attending the theory lectures delivered by the professor in charge of the class
- Attending organizational and technical meetings of TAs with the professor in charge of the class

[Business or sector](#) Higher Education, Teaching

Jan. 1997-July 2000

Feb. 2002-Feb. 2006

**Software developer, Counter-part of Integrated Expert (CIM-Fachkraft) & Head of the Competence Development Unit**

Damascus Chamber of Industry  
 Hariqa, Damascus, Syria

- As a software developer:
  - Developing tailor-made computer applications for all processes with member companies of the Damascus Chamber of Industry (registration, invoicing, certification, elections)
  - Training users in different departments on using the software
  - Administering members' directory database and controlling election lists
- As a counter-part of the CIM Expert:
  - Attending policy-level meetings with the designated member of the Board of Directors in the chamber in charge of the HR activities
  - Communication with relevant authorities/institutions
  - Planning and organizing round tables with employers in Damascus and its suburbs to discuss the training needs
  - Providing interpretation and documenting discussions
  - Organizing visits to schools, companies, and administrative departments supervising the technical education and vocational training as needed
  - Co-managing the training measures that were organized based on the training needs analysis
- As a head of Competence Development Unit:
  - Organizing surveys of training needs in member companies
  - Management of the Competence Development Unit: development of training outline, bi-annual training schedule, budgeting, pricing of the courses, advertising courses, contracting and leading trainers to deliver the training, and evaluating the courses.

[Business or sector](#) Employers organization, local

Mar. 1990 - June 2000 **Teaching Assistant & Manager of the Computer Labs**  
 Damascus University, Faculty of Sciences, Department of Mathematics  
 Damascus, Syria

- Delivering sections (practical lab sessions) to university students from different departments
- Managing the computer labs (2) in the Department of Mathematics: developing schedule of sessions, managing maintenance of the software and hardware, providing logistic support to the teaching assistants (~25), reporting to the designated faculty member in charge of the labs

**Business or sector** Higher Education, Teaching

**EDUCATION**

Aug. 2007 - Mar. 2009 **MBA International Paris (double-certificat program)** Post-graduate studies, 2 years  
 Dauphine University, Paris, France  
 Higher Institute for Business Administration, Damascus, Syria

Sep. 2000 – Jan. 2002 **Master of Arts in Applied Mathematics (concentration: Networks)** Post-graduate studies, 1 year  
 Harvard University, School of Engineering and Applied Sciences  
 Boston, USA

June 1997 - June 1999 **Master of Arts in "Informatics" (Applied Mathematics & Computer Science)** Post-graduate studies, 2 years  
 Topic (Graph Theory)  
 Damascus University, Syria

Sep. 1992-July 1993 **Diploma of higher education in Pedagogy** Post-graduate studies, 1 year  
 Theories of Education, Developing curricula, Teaching methods, Assessment of learning  
 Damascus University, Faculty of Education, Syria

Sep. 1990-July 1991 **Diploma of higher education in "Informatics" (Applied Mathematics & Computer Science)** Post-graduate studies, 1 year  
 Damascus University, Faculty of Sciences, Syria

Sep. 1985-July 1990 **Bachelor of Arts in "Informatics"** Undergraduate education, 4 years  
 Damascus University, Faculty of Sciences, Syria

**PERSONAL SKILLS**

Mother tongue(s)  
 Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
Arabic					
English	C2	C2	C2	C2	C2
	ETS TOEFL score 106 in 2013				
French	A1	A1	A1	A1	A1
German	A2	A2	A2	A2	A2
	ÖSD				

Levels: A1/A2: Basic user - B1/B2: Independent user - C1/C2 Proficient user  
[Common European Framework of Reference for Languages](#)

**Communication skills** Extremely high developed ability to interact with different cultures and interact with people in different positions and backgrounds.  
 These skills have been acquired amongst others through:

- Consulting employers' organizations in the whole Middle Eastern region
- Providing policy advice to different governmental and private sector associations and representatives
- Working with German experts and for the GIZ and other German institutions
- Capacitating diverse partners of the GIZ in quantitative and qualitative research, and labour market analysis
- Studying abroad (USA)

**Organisational / managerial skills** Extremely high organizational skills acquired through conceptualizing and organizing various events, workshops and team building events for instance:

- Sector Conference at Sixth of October City on 18/10/2017 organized by GIZ (90 participants from public and private sectors)
- Regional workshop on "Usages of AOC and its relation to planning, training & employment" on 27-29/2/2012 organized by ALO with support from GIZ (41 participants from 15 Arab countries)
- International Conference: "The impact of the crisis on Industry & the role of national and regional employers federations" on 7/6/2009 organized by SEBC & AFEI (99 participants)

Job-related skills

- Policy Advice and strategic planning (part of the technical cooperation project goals)
- Labour market analysis and research (trained, coached, and standardized the processes of analysing regional labor markets to 5 teams of national seconded staff in 5 governorates in 2016)
- TVET and HRD expertise
- Statistics and qualitative research methods

Digital competence

SELF-ASSESSMENT				
Information processing	Communication	Content creation	Safety	Problem solving
Proficient user	Proficient user	Proficient user	Independent user	Independent user

Levels: Basic user - Independent user - Proficient user

[Digital competences - Self-assessment grid](#)

Excellent IT and Computer skills including:

- Using Office Applications, Databases, Internet & Email, Delphi programming language (developed software for the registration, invoicing, and certificate printing at Damascus Chamber of Industry)
- Good command of Web Development (Apache Server, MySQL, PHP, HTML) as I produced a prototype for the Observatory Function Unit in 2005 and managed the TOR and development of the website of the Arab Federation for Engineering Industries
- Good command of image processing (Macromedia FireWorks, Photoshop) and movies production (ULead Media Studio, Windows movie maker) gained as an amateur camera person and photographer.
- Excellent command of office suite (word processor, spread sheet, presentation software) which I teach to colleagues and students.

Driving licence

B, since 2007

ADDITIONAL INFORMATION

Supplementary training and workshops

- ISO 9000:2000 Lead Auditor.
- Web development training as part of the support of ETF to the Observatory Function Unit in Syria (3 weeks, Jordan)
- Web design and web development (6 weeks, Syria)
- Designing & Executing Training Programs, Marketing / Pricing / Promotion Strategies, Preparing Business Plan, Financials of the Training Centre, Fundamentals of Marketing.
- Budgeting and Cost Calculations of Training.
- Financial Management of Chamber management training centres (workshop)
- Developing & implementing modern international oriented training centres
- Training the trainer (accredited)
- HRM-Setting objectives and performance appraisal
- Quality Assurance, Monitoring & Evaluation for TVET Processes (InWEnt- Germany)
- Business Intelligence
- Consulting Skills
- Private Sector Partnership in TVET (workshop)
- Upgrading methodologies, techniques and UNIDO tools
- Promoting SME Export Consortia
- CSR Blended training (InWEnt and the World Bank)
- Personal Effectiveness, Netherlands

Publications

- Technical Manual for the implementation of PROSPECT method of labor market monitoring in Egypt (Arabic, English), 2016
- Evaluation Report: The Apprenticeship System in Damascus & Countryside, Syria, 2010
- Paper: Policies for promoting Renewable Energies in Syria, 2010
- Master thesis: Study of the Feasibility of Biomass Gasification Proposal for SOS in Syria (English), Professional Thesis for the EMBA Program, 2009.
- Paper: Evaluation of Apprenticeship System in Damascus, Syria (English), Dec. 2005.
- Master thesis: Covering Graphs (Arabic), 1999.

Memberships

- Syrian Computer Society (since 1999)
- Local Charity NGO "Association for Reviving the Poor" in my home city Altal (2001)
- Syrian Management Consultants Association (2007)
- Certified Management Consultant (2010)
- Elected "Coordinator" for the Syrian InWEnt Alumni Network established by 20 Syrian representatives in Alexandria, Egypt on November 2008

Certifications

- Certified Management Consultant (CMC)
- Certified Trainer
- Certified Lead Auditor (ISO 9000:2000)