

# AHMED NASR

Head of PMO | Payments & Banking Technology | Program Delivery Executive

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## EXECUTIVE SUMMARY

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Senior PMO and Program Management leader with 20+ years delivering complex, multi-stream initiatives across payments, banking, and financial services technology. Built and led PMO operations from scratch, managing portfolios of 300+ concurrent projects with proven success in governance, RAID management, and stakeholder alignment. Deep expertise in end-to-end program delivery within regulated environments, combining hands-on execution capability with strong financial acumen and cross-functional leadership. PMP certified with demonstrated ability to drive outcomes in dynamic, ambiguous environments.

## CORE COMPETENCIES

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- **Program & Delivery Management:** End-to-end program delivery, integrated planning, dependency management, milestone tracking, and cross-functional accountability
- **PMO Leadership:** Built PMO from scratch; established governance frameworks, standards, templates, and reporting across large program portfolios
- **Governance, Risk & Compliance:** RAID management, change control, regulatory adherence, audit engagement, and policy compliance in financial services
- **Financial Management:** Budget planning, tracking, forecasting, variance analysis, and P&L accountability for multi-million dollar programs
- **Stakeholder Management:** Executive-level communication, steering committees, decision forums, and trusted relationships with senior leaders
- **Payments & Banking Domain:** Direct experience with payment solutions, banking technology, and fintech platforms across Middle East and Africa

## PROFESSIONAL EXPERIENCE

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### Acting PMO Director & Regional Program Lead

TopMed (Saudi German Hospital Group) | UAE, KSA, Egypt

June 2024 – Present

\$25M+ Program Portfolio | Multi-Country Delivery | Reports to Group CEO

- **Program & Delivery Management:** Lead end-to-end delivery of multiple concurrent programs across three countries, from initiation through closure
- **Integrated Planning:** Develop and maintain integrated program plans, timelines, milestones, and dependency maps across complex, multi-stream initiatives

- **RAID Management:** Maintain and actively manage Risks, Assumptions, Issues, and Dependencies; drive proactive risk mitigation and issue resolution
- **Governance & Controls:** Define and embed strong program governance, controls, and reporting standards; manage change control processes
- **Financial Management:** Own program-level financial management including budget tracking, forecasting, and variance analysis with executive reporting
- **Stakeholder Coordination:** Act as primary coordination point between business, technology, operations, and external stakeholders; deliver executive-level updates
- **Steering Committees:** Facilitate decision-making forums, steering committees, and executive reviews with senior leadership

### **Country Manager & VP Program Strategy**

PaySky (FinTech) / El Araby Group | Egypt

2019 – 2022

*FinTech/Payments / Full P&L Ownership / Regulated Environment*

- **Payments/FinTech Experience:** Led program delivery for fintech payment solutions, digital financial services, and technology transformation
- **Financial Accountability:** Full P&L ownership with budget planning, tracking, and financial reporting to board and executive leadership
- **Enterprise Program Delivery:** Managed SAP S/4HANA implementation end-to-end, coordinating business, technology, and external vendor stakeholders
- **Regulatory Compliance:** Ensured program delivery met regulatory requirements and compliance standards in financial services environment
- **Vendor Management:** Managed external vendors and implementation partners, driving accountability and quality delivery
- **Executive Communication:** Prepared and delivered program status reports and strategic recommendations to senior management and board

### **PMO Section Head — Payments & Banking Technology**

EMP (Network International) | Egypt

2014 – 2017

*Payments Solutions Provider / 300+ Concurrent Projects / Built PMO from Scratch*

- **PMO Build & Leadership:** Built PMO from scratch for leading payments solutions provider serving banking clients across African markets
- **Payments Domain Expertise:** Managed program portfolio for payment technology initiatives, card solutions, and banking platform implementations
- **Portfolio Governance:** Established governance frameworks, controls, and reporting standards across 300+ concurrent projects
- **RAID & Dependency Management:** Implemented structured RAID management and cross-project dependency tracking using Microsoft Project Server

- **Financial Tracking:** Managed program-level budgets, resource planning, and KPI reporting driving 3x profit growth
- **Process Standardization:** Drove standardization of processes, templates, and reporting; captured lessons learned for continuous improvement
- **Stakeholder Management:** Managed multiple stakeholders at senior and executive levels across banking clients and internal leadership

### **Product Development Manager**

Talabat (Delivery Hero SE) | Egypt

2017 – 2018

*Technology Platform / 230x Growth / Multi-Stakeholder Coordination*

- **Complex Delivery:** Managed delivery of technology initiatives during hypergrowth, scaling from 30K to 7M daily transactions
- **Cross-Functional Coordination:** Coordinated across product, engineering, operations, and global headquarters in matrixed environment
- **Ambiguity Management:** Thrived in fast-paced, dynamic environment with shifting priorities and complex dependencies

## **KEY ACHIEVEMENTS**

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- **Built PMO from Scratch:** Established governance, standards, and reporting for 300+ project portfolio at Network International (payments)
- **\$25M+ Program Portfolio:** Currently leading multi-country transformation with full financial and delivery accountability
- **3x Profit Growth:** Delivered through PMO governance and data-driven program management at payments company
- **230x Scale Delivery:** Managed technology programs during hypergrowth phase at Talabat
- **End-to-End SAP S/4HANA:** Delivered enterprise transformation in regulated fintech environment

## **METHODOLOGIES & TOOLS**

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- **Methodologies:** Agile, Waterfall, PRINCE2, Hybrid delivery models
- **Program Tools:** Microsoft Project Server, MS Project, Jira, Asana
- **Reporting & Analytics:** Power BI, Tableau, Excel (financial modeling), PowerPoint (executive presentations)
- **Collaboration:** SharePoint, Teams, Confluence

## **CERTIFICATIONS**

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- **Project Management Professional (PMP)** — Project Management Institute

- **Certified Business Analysis Professional (CBAP)** — IIBA
- **Certified Scrum Master (CSM)** — Scrum Alliance
- **Lean Six Sigma** — Yellow Belt

## EDUCATION

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**MBA (In Progress)** — Sadat Academy for Management Sciences | Expected 2026

**BSc. Computer Sciences & Business Administration** — Sadat Academy | 2006

## LANGUAGES

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**English:** Professional Working Proficiency | **Arabic:** Native