



Saad Mohammed Ashour

Municipal CEO and IT professional

14 March 1982

Palestine, Gaza Strip, KhanYounis

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Professional Summary

Dynamic and results-driven **municipal CEO** and **IT professional** with nearly 20 years of experience in **institutional performance management**, **digital transformation**, and **AI-driven business intelligence**. Demonstrated expertise in leading **strategic development**, **project management**, **data analysis**, **operational optimization**, and **risk management**, while actively fostering **community engagement** and collaboration. Adept at **bridging technology and governance** to enhance decision-making, elevate citizen services, and strengthen stakeholder relationships. Proven ability to lead **cross-functional teams**, implement **performance excellence frameworks**, and deliver **high-impact projects** in complex, dynamic environments.

Education

- ❖ **Master's Degree in State Administration & Good Governance, Public Administration**
 - AlAqsa University, Palestine, Gaza Strip – April 2018
 - **Thesis:** *Institutional Performance Evaluation of the Palestinian Government According to the EFQM Excellence*
 - **Thesis2:** *The Role of Strategic Intelligence among the Leadership of Local Authorities in Building Intelligent Organizations: A field Study on Major Municipalities in the Southern Governorates*
- ❖ **Advanced Diploma in Organizational Leadership & Entrepreneurship**
 - Leadership Preparation Institute – Creativity Foundation, Palestine, Gaza Strip | December 2014
- ❖ **Bachelor's degree in Computer Engineering**
 - Islamic University, Palestine, Gaza Strip | June 2006

❖ Strategic Leadership & Organizational Development

- Leading cross-functional teams, shaping institutional strategies, and driving measurable performance improvements.

❖ Digital Transformation & Smart Governance

- Designing and implementing ERP systems, smart city applications, GIS-based solutions, and innovative digital tools to enhance governance, operational efficiency, and decision-making.

❖ Institutional Performance & Process Optimization

- Developing KPIs, standardizing policies and procedures, and streamlining workflows to maximize organizational performance.

❖ Project Management

- Managing large-scale projects, budgets, timelines while ensuring delivery of high-quality outcomes.

❖ Risk Management & Crisis Response

- Designing risk management frameworks, leading emergency committees, and maintaining continuity of critical operations.

❖ Community Engagement & Stakeholder Relations

- Driving citizen and community participation, engaging youth, and strengthening strategic stakeholder relationships.

❖ Financial Planning & Investment Strategy

- Conducting revenue assessments, investment planning, privatization strategies, and supporting sustainable municipal financial practices.

Professional Experience

❖ Deputy CEO | KhanYounis Municipality | Palestine | June 2016 – Present

- Led **digital transformation projects**—including ERP and GIS-based systems—leveraging data analytics to enhance operational efficiency, support strategic decision-making, and boost citizen and community engagement.
- Led the **strategic development plan** for KhanYounis city, engaging the community broadly to guide priorities and promote sustainable urban development, resulting in clear strategic direction, stronger community ownership, and improved long-term urban planning.
- Analyzed municipal **operations and developed key systems**, including asset, maintenance, and inventory management, optimizing workflows and resource utilization, reducing operational costs, and improving institutional performance.
- Led the development of the municipality's **policies and procedures manual** to unify workflows and standardize operational practices across departments, enhancing transparency, consistency, and governance.
- Contributed to refining the **organizational structure** to clarify roles and responsibilities, strengthening accountability, and reinforcing institutional governance.
- Developed and managed a comprehensive institutional **risk management plan** and chaired the **municipal emergency committee** during the October 2023 Gaza war, coordinating city-wide crisis response to ensure preparedness, minimize disruptions, and maintain continuity of critical services.
- Managed **community engagement** through neighborhood committees and youth councils and oversaw municipal **relations with partner organizations**, increasing participation, building trust, and improving interactions with municipal services.
- Participated in **revenue assessment projects** and contributed to **privatization and investment** strategies, supporting financial decisions that increased municipal revenue and established a framework for sustainable financial management.

❖ Freelance IT Professional – AI Systems & Business Intelligence | February 2020 – Present

- Led the design and deployment of **AI-driven systems** for automation, predictive analytics, and decision support, enhancing operational efficiency and enabling data-driven strategic decisions across multiple industries.
- Developed and implemented **data pipelines, dashboards, and BI solutions**, enabling executives to monitor KPIs and take **data-driven strategic decisions**.
- Automated key business processes with **AI and workflow tools**, optimizing productivity and reducing manual workload.
- Collaborated with clients to translate **business requirements** into **technical AI and BI solutions**, ensuring alignment with organizational goals.
- Delivered **scalable AI frameworks** integrated with enterprise systems, ensuring secure, reliable, and high-performing operations.
- Provided strategic guidance on **digital transformation**, supporting adoption of AI-driven processes and modern data management practices to improve institutional effectiveness.

❖ **Project Manager – UXO Clearance Project | International Committee of the Red Cross (ICRC) | Palestine, Gaza Strip | Jan 2025 – Mar 2025**

- Led a field **project to clear unexploded ordnance (UXO)** across multiple areas in Gaza, ensuring civilian safety and protecting critical infrastructure while achieving timely and efficient completion.
- Coordinated **cross-functional teams** and enforced global best practices and safety protocols, resulting in risk-free and highly effective operations.
- **Collaborated** with local authorities and civil society to enhance coordination and secure safe project execution, strengthening local emergency preparedness.
- Prepared **comprehensive reports** on project progress and outcomes, supporting strategic planning and mitigating future operational risks.

❖ **Project Manager | Institutional Performance Development Project (EFQM Excellence Model) | Ministry of Interior (Civil Affairs) | (June 2014– June 2016)**

- Led the development and implementation of an **EFQM-based institutional performance framework**, resulting in enhanced accountability and improved operational efficiency across the Civil Affairs sector.
- **Assessed** processes, workflows, and organizational performance, identifying improvement opportunities that strengthened operational effectiveness and delivered actionable outcomes.
- Collaborated with senior executives to **integrate the EFQM framework** into strategic and operational planning, improving governance and supporting more informed decision-making.
- Delivered a **comprehensive national case study**, establishing a structured approach for continuous institutional performance improvement and long-term enhancement.

❖ **Software Engineer | Government Data Center | Palestine, Gaza Strip | (March 2007 – June 2016)**

- Analyzed **government workflows** to identify opportunities for digital automation and IT optimization, resulting in streamlined processes and solutions aligned with operational needs.
- Developed **integrated software and BI/AI systems**, enhancing operational efficiency, enabling data-driven decision-making, and supporting strategic government operations.
- Managed **enterprise databases**, ensuring data security, integrity, and seamless integration, improving system reliability and access to critical information.
- Led **end-to-end IT projects** and **cross-functional teams**, delivering innovative digital solutions on time and within budget, while adhering to best practices and quality standards, achieving measurable improvements in service delivery.
- Contributed to **IT policies and data governance frameworks**, supporting digital transformation and AI adoption, strengthening institutional capability and strategic planning.

Languages

❖ Arabic

- Native / Fluent

❖ English

- Intermediate (read, write, and communicate effectively in technical and managerial contexts)

References

❖ Available upon request