

# Marwan M. Gharaibeh

*A Visionary Leader in Strategic Planning, Performance Management, and Global Trade Facilitation*

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## 1. Executive Profile

A distinguished and visionary leader with over 35 years of executive experience at the intersection of **Strategic Planning, Performance Management, and Global Trade Facilitation**. My career is defined by a proven track record of architecting and executing transformative national-level modernization programs for government entities in the UAE and Jordan. I am renowned for providing high-level advisory services to Director-General and Customs executives, shaping national policy, and driving sustainable operational excellence.

As an expert in bridging the gap between strategy and execution, I leverage deep institutional knowledge of international frameworks (WCO, WTO, UNECE) and a forward-looking command of disruptive technologies—including **Artificial Intelligence and Blockchain**—to optimize supply chains, enhance security, and boost economic competitiveness. My work has been recognized with prestigious awards for government excellence, and my career has been dedicated to building institutional capacity and leading profound change on a global scale.

This document provides a comprehensive overview of my experience, capabilities, and vision for a modern, efficient, and intelligent global trade ecosystem.

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## 2. Strategic Vision & Core Competencies

My professional philosophy is centred on the belief that customs administrations are not merely revenue collectors but are pivotal enablers of economic growth, security, and national competitiveness. My vision is to create a seamless, data-driven, and intelligent trade environment where borders are frictionless for legitimate trade but formidable barriers to illicit activities. This is achieved through a holistic approach that integrates three core pillars:

- 1 Strategic Foresight and Performance-Driven Culture:** Developing agile, long-term strategies that anticipate global trends and embedding a culture of continuous improvement through robust performance management frameworks like the Balanced Scorecard.
- 2 Modernization through International Best Practices:** Aligning national policies and procedures with global standards set by the WCO, WTO, and UNECE to ensure interoperability, predictability, and fairness in trade.
- 3 Innovation and Technological Supremacy:** Championing the adoption of emerging technologies like AI, Blockchain, and advanced data analytics to automate processes, enhance risk management, and provide superior service to stakeholders.

### Core Competencies

<b>Strategic Leadership &amp; Advisory</b>	<b>Customs &amp; Trade Modernization</b>	<b>Technology &amp; Innovation Leadership</b>
National-Level Strategic Planning	Performance Management (KPIs)	AI & Generative AI Strategy
High-Level Policy & Governance Advisory	Balanced Scorecard Implementation	Blockchain & Supply Chains
Institutional Transformation & Reform	Government Excellence Program Leadership	Smart Risk Management Systems
International Relations & Diplomacy	Change Management & Capacity Building	Digital Transformation & Automation
Executive Program & Project Management	WTO, WCO & UNECE Frameworks	Data-Driven Decision Making
Public & Private Stakeholder Engagement	Trade Facilitation & Logistics Optimization	Single Window & Digital Trade Corridors
Feasibility Studies & Strategic Consulting	Post-Clearance Audit & Compliance	Business Process Re-engineering (BPR)

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### 3. Professional Experience & Executive Leadership

#### Abu Dhabi Customs Administration, UAE (2007 – Present)

##### Program Manager, Technical Affairs & Strategic Advisor (2010 – Present)

In my current capacity, I serve as a principal advisor to the Director-General and a key architect of Abu Dhabi Customs' strategic and technical direction. I am entrusted with leading a portfolio of high-impact national programs while providing continuous counsel on strategic planning, corporate performance, international affairs, and human capital development. My role requires a unique blend of technical expertise, diplomatic acumen, and strategic foresight to navigate the complexities of global trade and position Abu Dhabi as a world-class logistics hub.

- **Strategic Program Leadership:** Successfully directed a suite of transformative national-level projects that form the bedrock of Abu Dhabi's modern customs infrastructure. These include:
  - **Trusted Customs Broker Program:** An authorized economic operator (AEO) initiative to expedite clearance for compliant traders.
  - **Coordinated Border Management (CBM):** A multi-agency program to streamline border processes and enhance inter-agency cooperation.
  - **Smart Risk Management Systems:** The integration of advanced analytics and AI to improve risk profiling and targeting accuracy.
  - **Single Window Governance Framework:** The foundational policy and governance structure for Abu Dhabi's single window for trade.
- **Innovation & Technology Integration:** As a core member of the **Blockchain initiative** and the **AI Applications Team**, I have been at the forefront of driving the adoption of emerging technologies. My contributions include developing the business case for blockchain in trade, identifying use cases for AI in risk management, and contributing to the development of the Abu Dhabi Maritime Strategy and the Emirate's e-Commerce Customs Policy.
- **Performance Excellence & Revenue Enhancement:** Led the organization's successful participation in the **Abu Dhabi Government Excellence Program**. Simultaneously, I managed the revenue development program, which focused on optimizing revenue collection through improved valuation, enhanced post-clearance audit capabilities, and strengthened partnerships with the private sector.

##### Director, Customs Support Services (2007 – 2010)

As Director, I oversaw a broad portfolio of critical support functions, including strategic planning, risk management, training, legal affairs, and corporate communication. I successfully enhanced operational frameworks, spearheaded the department's successful participation in the Abu Dhabi Government Excellence Program, and implemented robust training and development strategies that measurably elevated workforce capabilities and professionalism.

## **Roads & Transport Authority (RTA), Dubai, UAE (2006 – 2007)**

### **Acting Strategic Planning Manager**

Tasked with leading the strategic planning function for one of the region's most dynamic public authorities, I drafted the RTA's comprehensive strategic plan for 2007-2009, utilizing the **Balanced Scorecard** methodology. I was a core team member for developing the authority's Key Performance Indicators (KPIs) and provided critical support to various agencies in aligning their operational plans with the overarching strategic objectives, ensuring a cohesive and performance-driven approach across the organization.

## **Jordan Customs, Amman, Jordan (1989 – 2006)**

### **Director, Planning, Development & Organization (2000 – 2006)**

As Director, I led Jordan's customs modernization agenda, overseeing strategic planning, international cooperation, and organizational development. I successfully coordinated with international donor agencies (USAID, GTZ) and the WCO to secure funding and technical expertise for critical reform projects. My leadership was instrumental in Jordan Customs winning the **Mohammed bin Rashid Al Maktoum Award** for Best Arab Government Institution (2001) and my personal recognition with the **King Abdullah II Award for Excellence** (2003).

### **Director, Customs Development Project (GTZ Cooperation) (1997 – 2000)**

I managed a full-cycle modernization project in partnership with the German Agency for Technical Cooperation (GTZ). I led the successful introduction of the **ASYCUDA system** and the unified customs declaration, achieving all project objectives ahead of schedule and laying the groundwork for a modern, automated customs environment in Jordan.

### **Early Career: Foundational Roles (1989 – 1997)**

My career began with a series of foundational roles within Jordan Customs, including **Head of Studies and Research, Valuation Officer & Technical Advisor, and Mechanical Engineer & Customs Inspector**. These hands-on positions provided me with a deep, ground-level understanding of customs operations, inspection techniques, valuation methodologies, and the technical aspects of goods classification—an invaluable foundation for my subsequent leadership roles.

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## **4. Technology & Innovation Leadership**

A passionate advocate for digital transformation, I have consistently championed the adoption of emerging technologies to modernize customs and trade. My approach is not

merely theoretical; it is grounded in practical application and a commitment to continuous learning, as evidenced by my recent certifications.

- **Artificial Intelligence & Generative AI:** I believe AI is the cornerstone of the next generation of customs administration. My expertise, validated by certifications from **Vanderbilt University** and **Google Cloud**, extends to applying AI for predictive risk analysis, automating documentary checks, and using Generative AI for scenario planning and root cause analysis. I am proficient in leveraging tools like **Microsoft 365 Copilot** to enhance executive productivity and decision-making.
- **Blockchain & Web3 Technologies:** Having completed specialized training from **INSEAD**, I understand the profound potential of blockchain to enhance transparency, security, and efficiency in global supply chains. As a core member of the Abu Dhabi Customs blockchain initiative, I have explored practical use cases, including creating immutable audit trails for high-value goods and developing digital certificates of origin.
- **Cybersecurity & Data Governance:** In an era of digital trade, security is paramount. My certifications in cybersecurity from **EIT Digital** and **Kennesaw State University** inform my approach to designing secure digital systems. I am a strong proponent of data-driven decision-making, with skills in data analysis and governance to ensure the integrity and effective use of trade data.
- **Design Thinking & User-Centricity:** Modernization is not just about technology; it's about people. With a certification in **Design Thinking for Innovation** from the **University of Virginia**, I apply a human-centric approach to re-engineering processes, ensuring that new systems are intuitive, efficient, and meet the needs of both customs officers and the trading community.

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## 5. Advisory, Consulting & International Engagements

My career has been marked by extensive engagement with international bodies and high-level advisory roles, shaping both national and global trade policies.

- **High-Level Strategic Advisor:** For over a decade, I have provided long-term advisory services to the Director-General of Abu Dhabi Customs on strategic planning, performance management, HR, and international relations.
- **International Representative & Diplomat:** I had the honour of representing the entire North Africa, Near and Middle East Region in the **WCO High-Level Strategic Group** in Miami, USA, contributing to the development of the global framework for supply chain security and facilitation (SAFE Framework).
- **Policy Development Contributor:** I have served on numerous high-level committees, providing expert customs and trade facilitation input for the **Abu Dhabi Maritime Strategy**, the **national e-Commerce Policy**, and various **Free Trade Agreements**.
- **International Training & Capacity Building:** I am an expert in preparing and delivering specialized training courses and workshops for customs officials and

private sector stakeholders, with experience delivering programs funded by the IMF and WCO on topics ranging from customs valuation to strategic planning.

- **Global Benchmarking Missions:** I have led and participated in official benchmarking missions to study best practices in customs and trade facilitation in leading countries, including **Norway, Sweden, Denmark, the USA, and Lebanon.**
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## 6. Academic & Training Program Design Capability

One of my core passions is the development of human capital. I possess the comprehensive expertise required to design and direct university-level Diploma or Bachelor programs in the field of Customs and Trade Facilitation. A potential curriculum would be structured to produce the next generation of trade leaders and could include the following core modules:

- **Foundations of Customs & International Trade:** History, economic role, and legal basis of customs.
  - **International Frameworks & Conventions:** In-depth study of WCO, WTO, and UNECE instruments.
  - **Strategic Planning & Performance Management in the Public Sector:** Applying BSC and other frameworks.
  - **Customs Law, Security & Fraud Prevention:** Legal procedures, investigation techniques, and anti-fraud measures.
  - **Logistics & Supply Chain Management:** From a customs and trade facilitation perspective.
  - **Technology in Trade:** AI, Blockchain, Single Window systems, and data analytics.
  - **Economic Competitiveness & Trade Policy:** The role of customs in national economic strategy.
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## 7. Education, Certifications & Awards

### Formal Education

- **Master of Business Administration (MBA), with Honors (GPA 3.85/4) Abu Dhabi University, UAE (2013)**
- **Bachelor of Science in Mechanical Engineering (Aeronautics) Yarmouk University, Jordan (1986)**

### Prestigious Awards & Recognition

- **King Abdullah II Award for Government Excellence – Best Leadership/Supervisory Employee in the Kingdom of Jordan (2003)**

- **Mohammed Bin Rashid Award** – Awarded to Jordan Customs as the Best Arab Government Institution; I was responsible for the winning file (2001)
- **Nominee, Director of Capacity Building** – Nominated by the Government of Jordan for this senior leadership position at the World Customs Organization (WCO) (2005)
- **Certificate of Appreciation** – For leading the preparation of the UAE Federal Customs Strategic Plan (2018)
- **Over 45 Certificates of Excellence** for leadership, project execution, and conference participation.

### Selected Recent Certifications (2024-2026)

Category	Certification	Institution
AI & Generative AI	Generative AI for Leaders	Vanderbilt University
	Microsoft 365 Copilot	Vanderbilt University
	Introduction to Generative AI	Google Cloud
Blockchain & Web3	Blockchain Technologies & Web3 in Supply Chains	INSEAD
Cybersecurity	Cybersecurity Awareness and Innovation	EIT Digital (EU)
Design & Innovation	Design Thinking for Innovation	University of Virginia
Data & Analytics	Data for Analysis with Microsoft Excel	Microsoft
Governance	Anti-Corruption and Compliance	University of Pennsylvania

### Languages

- **Arabic:** Native
- **English:** Fluent (Professional Working Proficiency)
- **French:** Fair (Basic Communication)