



MAKRAM SOUA

HUMANITARIAN LEADER & MANAGER

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PROFILE

- Tunisian National
- Born in 1972
- Married with 2 children

LANGUAGES

- Arabic (Native)
- English (Fluent)
- French (Fluent)

REFERENCE

○ Mamadou SOW

Email : msow@icrc.org

○ Mohini GHAI KRAMER

Email : mghaikramer@icrc.org

○ Omar ODEH

Email : oodeh@icrc.org



PERSONAL STATEMENT

An ethic-driven humanitarian leader with 23 years of experience at the ICRC, specializing in high-risk environments across the Middle East and Africa. Adept at designing and executing transformative humanitarian programs, fostering strategic stakeholder relationships, and leading inclusive teams to deliver measurable impact. Combines deep expertise in strategically managing humanitarian operations in complex political and cultural landscapes with a commitment to outcomes, learning, and innovation.



CORE COMPETENCIES

Strategic Leadership & Crisis Management

- **Complex Operations Leadership:** Directed multidisciplinary teams (10–60 staff) in conflict zones (Yemen, Syria, Iraq, Chad), delivering life-saving programs amid active hostilities and political volatility.
- **Strategic Vision:** Balanced immediate humanitarian needs with long-term institutional goals, e.g., realigned ICRC's Gulf Cooperation Council (GCC) operations to secure diplomatic/financial support from Kuwait and Saudi Arabia, amplifying global impact.
- **Pioneering Access:** Established ICRC's first permanent presence in post-Islamic State Iraq and negotiated access to detention facilities in Syria and Rwanda through high-level negotiations.

Stakeholder Engagement & Diplomatic Influence

- **High-Level Diplomacy:** Negotiated IHL compliance with state/non-state actors (e.g., Saudi-led coalition in Yemen, Special Forces in Cameroon and AAH in Yemen), resolving access barriers and addressing protection crises.
- **Trust-Building in Crisis:** Cultivated partnerships with highly assertive and mistrustful authorities (e.g., Yemen and Syria) to ensure operational continuity and civilian protection.
- **Multilingual Advocacy:** Fluent in Arabic, English, and French; leveraged cultural fluency to navigate MENA/African contexts and advance humanitarian agendas.

People Management and Team Collaboration

- **Cross-Disciplinary Leadership:** Fostered cohesive teamwork across functions (e.g., protection, prevention, cooperation, communication) by aligning workstreams with ICRC strategic priorities in Rwanda and GCC missions, ensuring unified action toward institutional goals.
- **Diverse Team Supervision:** Led multidisciplinary teams (10–60 staff) as Deputy Head of Delegation (Rwanda/GCC) and Head of Sub-Delegation (Hodeidah, Yemen), navigating cultural and operational complexities to deliver results.
- **Talent Development:** Empowered staff growth through mentorship, career planning, and cultivating a learning culture—resulting in 10+ promotions and enhanced team performance.



Analytical and Critical Thinking

- **Innovative Problem-Solving:** Applied rigorous analysis to pioneer solutions in high-stakes contexts, such as establishing ICRC operations in post-conflict Baghdad and reshaping strategic objectives in Rwanda.
- **Strategic-Operational Balance:** Bridged long-term vision with on-the-ground execution, optimizing program delivery in Rwanda and Hodeidah in Yemen amid resource constraints and shifting priorities.
- **Continuous Improvement:** Institutionalized lessons-learned processes (e.g., post-financial crisis Middle East restructuring), driving adaptive strategies and organizational resilience.



TECHNICAL SKILLS

- **Program Management:** Full-cycle design, budgeting, and implementation in conflict zones.
- **IHL & Protection:** Detention advocacy, civilian protection, missing persons, and family reunification.
- **Security & Crisis Response:** Security frameworks development and implementation for humanitarian operations in volatile environments with advanced certification in crisis security management (ICRC Bangkok, 2019).
- **Public Speaking:** Keynote presenter and facilitator at public forums on IHL, frontline negotiations and humanitarian innovation.



EDUCATION

Strategic Foresight Facilitation Certificate | Geneva (2024)

Master's in Humanitarian Leadership | University of Lucerne (2021)

Security & Crisis Management Course | ICRC Bangkok (2019)

Bachelor's in Translation (Arabic/English/French) | Geneva (2000)

Protection Coordination Course | ICRC Geneva (2013)

Law & Protection Course | ICRC Geneva (2012)

Bachelor's in English Literature and Civilization | Tunis University (1995)



LEADERSHIP ENDORSEMENTS

"Makram combines strength, depth, and humility. A true humanitarian committed to ICRC values, he is also an eternal learner."

— Mamadou Sow, Head of ICRC Regional Delegation, GCC

"Makram has an inclusive and collaborative approach as well as a nuanced grasp of the geopolitical context."

— Omar Odeh, Head of ICRC Regional Delegation, GCC

"Dedicated, professional, and adaptable—someone you can always count on to have the work done."

— François Moreillon, Head of Delegation, Rwanda