

1.1.4 Approach, Methodology, Proposed Milestones and Timeline

DELIVERY EXPERIENCE: ARK has been providing responsive, research-informed programming in Syria across multiple fields since 2012, and this proposal builds on its detailed understanding of Syrian conflict drivers and dynamics as well as extensive consultations with Syrian staff members, partners, civil society, community based organisations, and international organisations working on peacebuilding at all levels. ARK develops its programmatic interventions in collaboration with local communities, responding to their needs and the prevailing conflict dynamics. From providing capacity building to local and provincial councils in 2012 and establishing the Syria Civil Defence teams, the Free Syria Police, and a capacity building hub for CSOs in 2014, to five years of strategic communications support, three years of gender-programming and ongoing research and support for key moderate institutions, particularly in Idlib, ARK has developed extensive networks across Syria and consults with stakeholders throughout project lifecycles, to ensure their buy-in and improve the likelihood of meeting project objectives.

APPROACH: Given that the conflict in Syria is still active and peace negotiations have largely stalled, ARK has identified a number of challenges to implementing peacebuilding activities at this stage. Research carried out by the Centre on Conflict, Development and Peacebuilding, combined with ARK and its partners' previous experiences¹, demonstrates that socialisation activities - which seek to change attitudes and promote democratic and peaceful values - are typically ineffective in this phase of a conflict. Evidence from several other conflicts, including Bosnia, Afghanistan and Israel/Palestine has demonstrated that attitudinal change might not be necessary for behavioural change, with work-related activities bringing people from different groups together proving to be more successful than dialogue-based activities. Using this understanding, ARK has worked with its partners and networks on an approach which will provide peacebuilding skills to local communities that provide demonstrable, positive effects at the hyper-local level in the short term, developing a network of peacebuilders who demonstrate the applicability of similar approaches in different geographies and for macro-level issues, and creating a direct link between these activities and the ongoing national level peace talks:

Key Issues Identified on Previous Projects	ARK Response
Communities do not understand what peacebuilding activities are and if they focus on dialogue or workshops, view them as irrelevant given more pressing challenges around security, livelihoods, etc.	ARK will provide training on skills focusing on practical application and guide communities to use them to solve localised disputes. It will then amplify demonstrable successes through communications, locally and nationally, to promote acceptance and replication.
Most participants in peacebuilding activities tend to be English-speaking, elite-based representatives who are already "open" to the idea of positive images of other groups and see the advantages of a negotiated peace.	ARK's hyper local approach will ensure that a wide cross section of society is included in peacebuilding activities, including women, and marginalised and vulnerable groups.
The apolitical nature of many initiatives frame a deeply political problem as a relationship problem, resulting in limited community acceptance.	ARK has identified potential partners who bring a wide variety of relevant political, ethnic, religious and other actors into the project, as appropriate.
Projects focus at the individual level, limiting impact on society at large, or they focus on addressing large audiences but lack relevance.	ARK's combination of working with local influencers across the three project components, combined with ongoing communications at local and national level, is designed to increase audience size while ensuring approaches resonate.

Research, Analysis and Conflict Sensitivity

The complexity and sensitivity of the operating environment in Syria makes an in-depth understanding of local and wider dynamics essential for the safety, conflict sensitivity and success of the project. ARK has been carrying out detailed research and analysis in Syria for the past six years, recently completing a nationwide Tier 1 Target Audience Analysis, and analysis on governance issues in southern Syria. It is currently carrying out grassroots conflict analyses in seven key areas in Idlib for CSSF, the results of which will feed into this project and enable activities to be highly targeted in support of UK priorities in Idlib. In 2015, ARK self-funded a Systems Conflict Analysis in Syria, working with CDA Collaborative, an established leader in conflict sensitivity and peacebuilding effectiveness, and it will work with CDA to **ensure mechanisms to guarantee conflict sensitivity are embedded into the project during the inception phase**. The combination of ARK's detailed understanding of Syrian dynamics and CDA's experience will ensure that all activities, staff, partners and beneficiaries are adequately

¹ Including ARK's Study of Civil Dialogue Initiatives in Lebanon, carried out on behalf of UNSCOL

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assessed for conflict sensitivity prior to and during implementation, benefiting from ARK's on the ground networks to gather data and atmospherics to support assessments. **ARK and CDA will carry out internal quarterly project reviews to assess the project at all levels of conflict sensitivity and ensure approach remains effective.**

METHODOLOGY: ARK's methodology builds on peace building best practice and is designed to be sustainable, emphasising inclusion, skills transfer and local ownership to increase confidence in peacebuilding approaches as a viable alternative to conflict, while amplifying effect through products and campaigns run by its Syrian communications team. ARK has previously used this very effectively on its gender programming in Syria, as well as its eight years of mediation and conflict resolution experience in the Palestinian camps in Lebanon.

Theory of Change

Cross cutting activities activities 1-3:
On-going research, monitoring and evaluation
Awareness raising communications campaigns
Gender analysis

Assumption:

- Local peacebuilders have a solid knowledge of their communities' main needs and challenges
- Local peacebuilders have strong ties with their local communities and main stakeholders
- Peace movements are willing to cooperate and collaborate with other groups
- Target areas are relatively stable to undertake the activities planned
- Increased visibility of effective peacebuilding promotes desire for more initiatives and interest in political track
- Better coordination between peacebuilders and community leaders will bring positive change to local communities
- Political track representatives are willing to engage with community representatives and integrate new voices and feedback
- Articulating balance, inclusive, and diverse voices of citizens in peace talks is determinant for citizens to believe and support political processes

Long-Term Project Impact: Improves conditions for a peaceful transition and contributes to a stable future Syria

Outcome 1: Support a more stable, inclusive, and unified Syria at multiple levels through locally-led peace building activity that contributes to countering violent extremism

Objective 3: Stronger links between civil society peacebuilders and higher-level political dialogue and peace talks provide a more diverse, inclusive and balanced presentation of Syrian voices included in peace talks

Output 3.1: Male and female key influencers able to effectively represent cross section of community voices and are able to engage constructively political track	Output 3.2: Male and female key influencers regularly attend to formal and informal peace talks	Output 3.3: Increased interest in and engagement with political track by local communities
Activities: 3.1. Capacity building for representative male and female key influencers from Component 2 to identify and present grassroots needs, challenges from cross section of groups (women, minorities, etc)	Activities: 3.2. Create regular contact and coordination mechanism between influencers and members of formal and informal political track delegation	Activities: 3.3. Communications campaign explaining political track to local communities and soliciting feedback

Outcome 2:
Cross-Syria community leaders, local institutions, and peacebuilding movements are better connected and coordinated

Output 2.1: Male and female peacebuilders and community leaders across Syria have a mechanism to connect and use more effective techniques to resolve disputes	Output 2.2: Male and female peacebuilders and community leaders are able to identify and implement areas for joint interventions	Output 2.3: Network provides forum to identify solutions to key issues related to transition (IDP returns, prisoner exchange, DDR, etc)
Activities: Develop Arabic platform that can curate existing peacebuilding resources, develop additional content and amplify effective projects	Activities: Facilitate physical workshops between community leaders to address key issues	Activities: Present results at community and political track level and provide feedback on proposed political solutions to key influencers representing group in political track

Outcome 1: Grassroots Syrian civil society capacity for peacebuilding and dialogue is increased and local peacebuilding activities implemented

Output 1.1: Community-level peacebuilders increase performance, engagement, acceptance, and visibility of peacebuilding activities	Output 1.2: Local peacebuilders use lessons learnt to mentor others within their areas	Output 1.3: Local communities see value in peacebuilding
Activities: capacity and acceptance of peacebuilding joint activities through training and shared projects, ongoing in-Syria mentoring and small grants.	Activities: Training on mediation, conflict resolution, project management Activities: Develop communications campaigns promoting peacebuilding activities	Activities: Mentor liaisons to identify and support additional peacebuilding initiatives.

INCEPTION Project-Level Mapping and Gender Analysis (Month 1 and 2)

ARK has carried out an initial mapping exercise of peacebuilding activities across Syria and identified potential partners for the different stages of the project. However, in the inception phase **ARK proposes carrying out a comprehensive mapping and gap analysis** to chart civil society groups and activists engaging in community-level peacebuilding between and within communities nationwide, as well as formal and informal initiatives taking place at the national and international level. In its research into peacebuilding efforts to date, ARK identified that many initiatives have been too scattered, short-term or fragmented; and a key part of ARK's approach will be to bring together and build on as many ongoing initiatives as possible, from its sister company's existing work

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with the Hentawi network in IDP camps in Idlib, Jusoor’s work on Arab-Kurdish reconciliation at the local level, to Swisspeace’s work with the UN Special Envoy to integrate women and CSOs into peace talks, as well as the CDI-Trinity Track Two and Three initiatives. This will reduce potential duplication of activities and maximise resources and impact, providing the project team and HMG with a detailed understanding of initiatives in priority geographical areas that will be complementary (or otherwise) and that can be integrated into this project. **ARK will also conduct a gender analysis** during the inception phase to ensure that gender issues are fully understood and integrated into the project².

COMPONENT ONE Community Level Peacebuilding

Phase 1: Capacity Building and Implementation: ARK and its partners will focus on building on existing initiatives or filling identified gaps to implement community-level activities initially in northern Syria (Year 1), then replicate this approach in other HMG priority areas in subsequent years. ARK will train and mentor an average of 10 liaison officers (five men and five women) in each target geography on peacebuilding approaches. These liaisons will then work with their local communities to identify localised conflicts and understand key drivers. Conflicts specifically affecting women and minority groups will be prioritised. **ARK will use the results of its CSSF-funded grassroots Conflict Analyses in seven target areas in Idlib to ensure that peacebuilding activities are aligned with and reinforce CSSF and other donor’s ongoing work in Idlib to challenge extremist control in the province.** ARK, through its experienced SMEs and local partners, will then provide appropriate training, capacity building, advice and, where required, small grants, to resolve these local level conflicts. Funds will be allocated through partner CSOs vetted for conflict sensitivity, who will provide all technical and financial justification for expenditures, and implementation will be verified by third party monitoring. The ARK team will work through the liaisons to document, review, publicise, and adapt activities based on public feedback to increase the efficacy of peacebuilding initiatives and ensure sustainability.

Phase 2: Amplification through Communications: Using the networks, distribution and production capabilities built by ARK’s five years of communications programming in Syria, ARK will work with partners and local communities to develop communications products and campaigns that promote and amplify the success of the different initiatives. As well as developing and disseminating products (such as broadcast news coverage, magazine features, Facebook pages and local level print campaigns), ARK’s team will also provide training to local CSOs on how to implement their own communications campaigns.

Phase 3: Mentoring and Sustainability: As the project adds new geographies, ARK’s SMEs will continue to provide mentoring to liaison officers, enabling them to identify and respond to additional openings for peacebuilding activities.

Indicative Milestones Year 1 (applicable to Years 2 and 3 across geographies)			
10 liaison officers (5 male, 5 female) identified and trained in target locations (Month 3)	At least 5 local level conflicts identified, 2 relating to women specifically and 1 to IDPs/minorities, key drivers understood (Month 4)	Relevant training and/or small grants provided, ensuring women and relevant minorities benefit (Month 5)	Liaison and community reporting, and independent evaluation (disaggregated by gender) confirm resolution of/improvement in 70% of conflicts identified (Month 8)

Access and networks in priority areas:

Year 1: (1a) North-western opposition-held territory, most importantly Idlib province: ARK has been implementing projects in Idlib and Aleppo since 2012 and maintains strong networks there through its strategic communications and gender programming. It is currently providing media training and support to the Idlib City Council and coordinates with other moderate councils in Idlib who have provided verbal agreement to support this project. It is carrying out grassroots Conflict Analyses on seven key towns in the province which will directly inform implementation of this project. ARK’s CVE focused sister company TSN is working on counter extremism issues in Idlib and **ARK therefore has a highly-detailed understanding of the dynamics and sensitivities in this province and the most appropriate entry points for this project.**

(1b) North / Northeastern Syria – ARK’s CVE focused sister company TSN is carrying out ongoing research into Kurdish-Arab relations and this detailed understanding, combined with partner Jusoor's ongoing activities with groups there, will enable this area to be included in Year 1 of the project.

² In May 2017, ARK carried out an in depth analysis on "The situation of women in Idlib" and findings from this will inform the gender analysis and implementation.

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Years 2 and 3: ARK will work in close consultation with HMG to expand the project geographically into areas 2a), b) and c), using its existing networks and partners in these locations. Given current conflict dynamics, the team has assumed that this will happen in years two and three of the project, once the community level approach has been proven. ARK and its partners have extensive networks across all areas of Syria, including regime and extremist held areas. ARK has previously carried out capacity building and training for groups working in Latakia and Tartous and through its Grassroots Communications project has a working relationship with Moubaderoon, a regime area-based community initiative platform funded by the British Council. ARK has also identified a potential partner in Madani, a CSO that currently implements peacebuilding activities in Damascus, Sweida, coastal areas, and Homs, with ARK partner CURE Violence providing training. ARK also has the ability **to engage quickly in future work in Raqqa province** (including Raqqa city), through the networks and access developed by TSN, which is currently working on research and strategic communications initiatives in Raqqa and with Raqqawi IDPs, promoting resilience to extremism and positive alternatives.

Countering violent extremism: As noted above, TSN is implementing CVE projects for CSSF in Syria, and ARK is highly aware of the opportunities this project provides to build community resilience to extremism. A TSN project has been supporting the Hentawi group to run three centres in IDP camps in Idlib, providing safe spaces for community gatherings and uniting host and IDP communities through informative briefings – on psycho-social care, unexploded ordnance (in coordination with Syria Civil Defence), etc. – as well as shared activities such as sports and arts classes. They provide a strong existing basis on which to develop concrete peacebuilding activities that work to strengthen community understanding of extremism and resilience to it. As part of this project, ARK would work with the Hentawi network and its SMEs to develop additional activities that indirectly enable communities to contest HTS control.

COMPONENT TWO Peacebuilding Network

Platform: Concurrently with Component One, ARK proposes to create an online platform in Arabic that will function as a collaborative information and resource sharing network, providing a repository of work done to date, case studies, best practice examples, etc. This will also be the mechanism to establish a Syria-wide network of civil society leaders and organisations focused on peacebuilding. Using the results of the inception phase mapping, a dedicated Syrian network administrator will reach out to and engage with groups, responding to requests for information and creating links between CSO leaders in different areas. ARK's communications team will create short videos providing examples of positive conflict resolution in Syria to promote use of similar tools in different locations³. As an online resource, the platform will be able to reach into areas across Syria, providing lessons learnt and guidance to additional communities in advance of activities in Component One expanding into more geographies. **The network will actively promote the inclusion and participation of women and minority groups, with ARK integrating effective women's groups it already works with, to ensure that it provides a broad base of representation, as well as avoiding bias towards English-speaking activists.** By providing a comprehensive resource that is also able to keep the initial mapping exercise updated and provide details of ongoing activities, this platform will be able to **maximise resource and activity alignment.**

Collaborative Workshops: One of the key aims of the platform and its complementary activities will be to reduce competition between CSOs. ARK will use the platform to convene a series of remote workshops, focusing on topics the administrator has identified as particularly relevant to groups in different locations, to enable CSO and community leaders to work collaboratively to identify solutions, guided by ARK SMEs. In Year 2, once relationships developed through the platform's remote workshops are well established, ARK will convene physical workshops in Turkey and Beirut to enable peacebuilders from different areas to meet and discuss local interventions and higher level issues such as IDP returns, demobilisation of armed groups, legal systems, election

Communications: ARK's Communications team will create engaging and resonant content for the platform that will provide guidance and examples of practical peacebuilding tools and exercises that citizens can use in their own communities. The team will also provide assistance to design and carry out collective advocacy and awareness to support peacebuilding. The media can play a strong role in promoting shifts in social norms and ARK will be using its knowledge of the Syrian media landscape and its relationships there to work to promote greater levels of inclusion.

³ ARK is already using this technique through its CSSF-funded Syria Grassroots Communication project, producing a multi-media magazine that promotes the moderate opposition by sharing stories of positive initiatives by moderate individuals and institutions. This approach has resulted in extremely positive feedback and has seen positive initiatives from one area replicated in many other locations around the country.

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laws, etc. ARK will build slowly on these relationships, introducing new groups as appropriate, ensuring that all activities are conflict sensitive and that groups are truly representative of their local communities (including an emphasis on participation of women and minorities): these workshops will result in detailed action plans which ARK will follow up on to support implementation, using its SMEs and increasingly experienced local liaisons. Workshops will include capacity building sessions as required and small grants may be provided to enable the implementation of action plans. The aim of the network will be to build a representative board that will be able to address key issues relevant to **future, wider-scale and inclusive post-conflict reconciliation**.

Indicative Milestones			
Online platform created, populated with 50 pieces of relevant content, 100 relevant subscribers, 40% of whom are women (Year 1 Month 5)	5 CSO/group leads (at least one female) in different geographies have participated in a remote workshop (Year 1 Month 6)	10 CSO/group leads (at least three women) in different geographies have participated in three physical workshops and are implementing joint action plans (Year 2 Month 8)	50 local communities/groups have contacted the platform and received guidance/support with positive feedback (Year 3 Month 1)

COMPONENT THREE Linking community and political track peacebuilding

ARK has links to a number of ongoing track two activities, including the quarterly Brussels meetings through the CDI-Trinity University Syria Initiative, the technical work done by UN ESCWA, as well as civil society initiatives linked to the peace negotiations such as the Swisspeace project, which aims to bring Syrian civil society's voices into UN talks. Again, the initial mapping and gap analysis will be the basis for identifying opportunities to build on or link to existing initiatives or address key gaps. ARK proposes using its Component One partner engagement and Component Two network development to identify a team of six male and female representatives, who it will provide with a range of capacity building, training and mentoring. ARK's SMEs (who include a former peace negotiator and communications professionals) will provide briefings on the political track, and negotiation and presentation skills to enable the representatives to present compellingly at all levels. They will work with the representatives to identify priority areas to focus on with the political track. Through ARK's existing relationships at different levels of the political negotiations, it will then establish contact between members of the political track and these representatives. ARK will use the Component Two networking platform as a conduit to link the political track with local communities: the six representatives will provide relevant details on the political process, enabling community and CSO leaders to share information with their local communities and then relay constructive feedback to the political track. ARK has previously provided communications support to the Syrian Opposition during rounds of Geneva peace talks as well as extensive research into community views of the talks and ARK will support both sides with communications products to effectively communicate a diversity of Syrian views and priorities outside the country, and political imperatives back into the country.

Indicative Milestones			
6 representatives (3 male, 3 female) identified and training initiated (Year 1 Month 5)	3 representatives have met with political track delegation, feedback mechanism and communications priorities established (Year 1 month 8)	Political track members contact representatives on at least a monthly basis to understand grassroots perspectives (Year 2 Month 9)	Engagement with networking platform demonstrates high levels of understanding and support for political track (Year 3 Month 1)

ARK will manage this project from its offices in Istanbul. Additionally, it has offices in Beirut and Amman which it will be able to use in the event the programming environment in Turkey becomes non-permissive. Any activities involving Kurdish participation will take place in Beirut. ARK operates legally in all three locations, as do the partners it has selected for the initial phases of the project. All additional partners will be vetted for compliance.

Partners and Resources

Programming in Syria since 2012, ARK has been able to create its own network of Syrian organisations. For this project, ARK proposes working with a range of local partners and international SMEs that will guide the project at the tactical and strategic levels to ensure that it incorporates best international practices in peacebuilding that resonate locally and nationally to increase acceptance and engagement with peacebuilding at all levels. ARK is the prime contractor on this project and will provide overall design, planning and coordination for all aspects, using its SMEs to provide capacity building, administer small grants and manage the networking

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platform, as well as identifying specific resources and partners as required, depending on the prevailing context and HMG priorities. As stated above, ARK's communications team will also support all three components. Given the stated requirement for flexibility in implementing this project, ARK has focused on identifying strategic level partners it will work with for the duration of the project as well as a primary partner with access and experience in the initial target geographies (North and North Eastern Syria) that complement ARK's.

PROJECT LEVEL PARTNERS

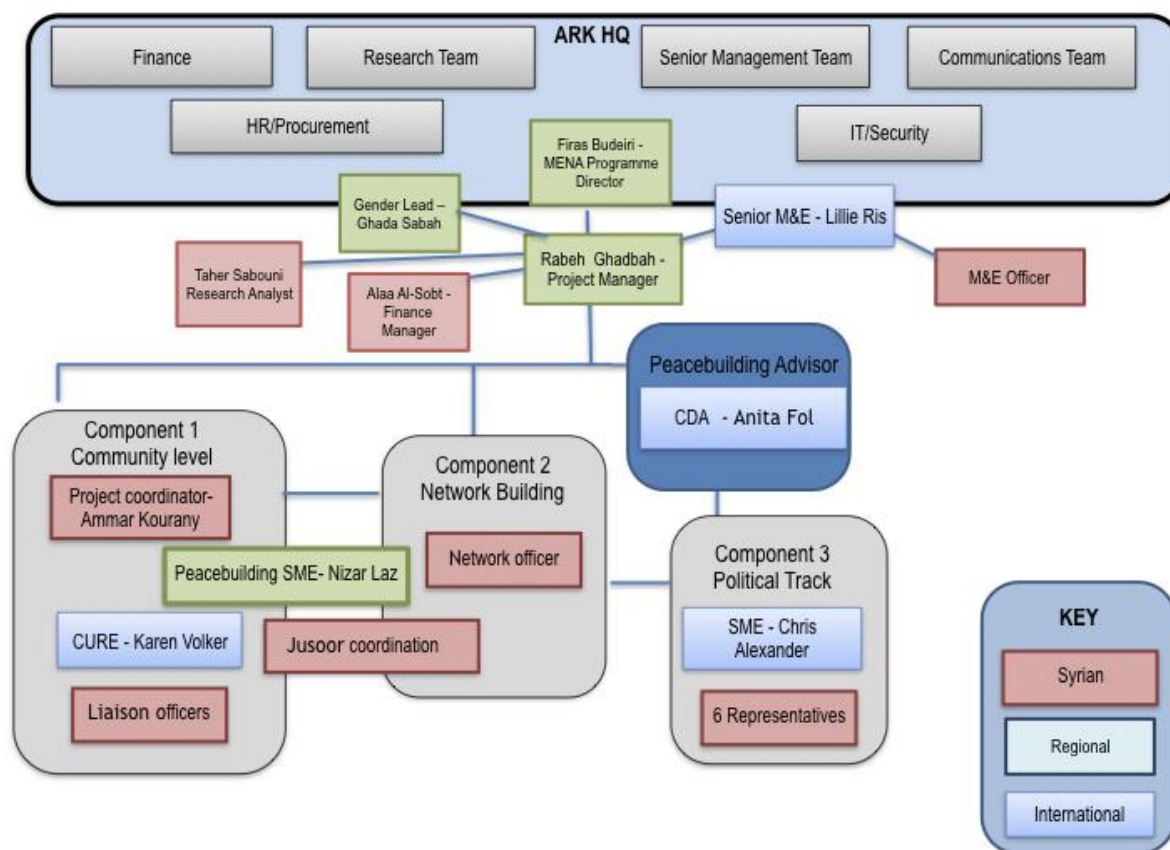
CDA Collaborative Learning Projects provides peacebuilding effectiveness and conflict sensitivity expertise, combining rigorous analysis with pragmatic field-level work. ARK and CDA previously worked together on a systems conflict analysis for Syria (2015), with a focus on conflict dynamics, key drivers of conflicts, the relationships and dynamics between conflict drivers, and the interactions with particular stakeholders. Cooperation on this project will build on this, with CDA's experts bringing international best practices in peacebuilding and conflict resolution with a focus on Do No Harm principles to ensure that target groups and beneficiaries are provided with the best tools to build sustainable peace in Syria and that the three components build on one another to achieve the project objective. In addition to ARK and CDA's peacebuilding SMEs, ARK also proposes working with **Cure Violence** in the initial phases of the project. Given the ongoing prevalence of violence, ARK believes that working on peacebuilding with Cure, given its focus on violence reduction (using transferable negotiation and mediation skills) is most appropriate for this phase of the conflict as it is most likely to be relevant for local communities. Cure has worked extensively in Iraq and Syria, and previously trained over 200 Syrians through a partnership with the American Islamic Council (for opposition-held areas in 2013) and Non-Violent Peaceforce (for regime-held areas since 2015). Using an epidemiology-based perspective, Cure addresses violence prevention as medical specialists deal with health issues – transmission interruption, identification of highest potential transmitters, and change of norms/behaviours. ARK and its local partners will benefit from Cure Violence's methodology and experience in applying appropriate tools to work on preventing the eruption of violent episodes derived from previous disputes or new potential sources of violence.

LOCAL PARTNERS

Given the shifting dynamics on the ground and its experience of the challenges of working inside Syria, ARK proposes working with hyper local CBOs in some contexts and with Turkey/Beirut-based Syrian CSOs in others to ensure that local dynamics are fully considered and operating challenges are mitigated to the extent possible. In the initial phase, ARK proposes working with **Jusoor** ("Bridges" in Arabic), a Syrian organisation with offices in Istanbul, Gaziantep, Idlib, and Hasakeh. Jusoor has extensive experience in providing planning, dialogue skills, and mediation skills at the local level, as well as facilitating dialogues with different actors from across Syria. ARK would work with Jusoor on both the initial North and North-East focused phase of Component 1, as well as the leadership network building in Component 2. Jusoor is a strategic partner of Idlib City Council, training its staff in Syria and Turkey in planning, dialogue skills, and mediation, and also routinely brings together relevant actors and institutions playing a role in the political, security and social development of their local communities. As an example, Jusoor has previously facilitated a series of meetings in Turkey between Syrian Islamists and secularists, as well as between Syrian Arab and Kurdish leaders, working to create a shared vision that will contribute to political stability. It has previously convened other, similar sessions Carnegie's Middle East Center in Beirut, and has also facilitated meetings between senior members of the Syrian external opposition and members of the general public in Gaziantep. Convening these sessions would not be possible without the connections and trust that Jusoor has cultivated with relevant actors, including armed groups. Jusoor's work towards peace in Syria can be divided into three main components – a) mediation efforts among actors in conflict, such as Kurdish and Arab communities; b) research reports; and c) capacity building to relevant political and military actors on dialogue, planning, public relations, management, good governance, and women's empowerment.

To achieve the gender balance and mainstreaming sought for in this project, ARK is exploring partnering with Istanbul-based Syrian CSO **Badael** ("Alternatives"), which works to provide local communities with alternatives to violence and communal division and has carried out reviews of locally-led and gender-focused peace movements inside Syria. Badael focuses its efforts on capacity building, research and advocacy, complementing ARK and Jusoor's skills in components 1 and 2. ARK has an agreement to work informally with **Swisspeace** to coordinate activities linking civil society organisations into higher level peace talks. In collaboration with NOREF and OECD, Swisspeace has created several Syrian civil society groups providing direct advice to the UN Special Envoy for Syria in relevant and urgent topics affecting citizens. These groups – Women's Advisory Board (WAB) and Civil Society Support Room (CSSR) – are composed of civil organisations and activists with expertise in those topics proposed by Swisspeace, and ARK would look to ensure its representatives feed into or are directly included in these groups.

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Team Members Skills/Experience – ARK’s core project team has years of experience working on research-informed programming in Syria and a highly-developed understanding of the challenges and sensitivities this type of programming will face. The overall team is bolstered by inputs from ARK partners, and SMEs who will provide tailored interventions and capacity building. The team will be led by **Rabeh Ghabbah** as Project Manager, who has previously led several multi-million dollar projects for USAID, dealing with sensitive social and political issues relating to non-governmental organisations in Syria, under programmatic themes relating to advocacy, professional syndicates, and political development. He has been responsible for organisational support, project selection, grant management and community outreach and mentorship, and also has extensive experience overseeing monitoring and evaluation project progress metrics, success benchmarks, and project alignment with programme indicators.

Peacebuilding Trainer - Nizar el Laz. Nizar has worked for ARK and TSN and is a conflict prevention and development specialist working in fragile settings promoting positive social change. Since 2013, he has been leading the design and the implementation of development programmes; primarily governance, conflict prevention, strategic communication, youth participation and countering Violent Extremism projects. Nizar is also an experienced professional mediator, trainer, and facilitator.

Gender Lead - Ghada Saba. Ghada is originally a film maker, who increasingly began to focus on gender issues and in 2015, established a non-profit “Saba Hamlet for Gender Equality” in Jordan. She has led advocacy and communications campaigns around key gender issues, including gender-based violence and forced early marriage. She was selected as one of UN WOMEN’s Beijing+20 Gender Equality Champions and has been working with ARK since 2016.

Project Coordinator - Ammar Kourani. A skilled trainer and conflict analyst with a background in capacity building local organisations to improve their ability to operate effectively, Ammar has worked with ARK since early 2016. Ammar has a specialisation in northern Syria and strong networks across Idlib, his home.

Peacebuilding SME (CDA) – Anita Ernstorfer. With fifteen years of international experience with CDA Collaborative Learning Projects, UNDP, UNICEF, GIZ, EU, NGOs, and academia, Anita has strategic and field experience in conflict prevention, peacebuilding effectiveness, conflict analysis, and conflict-sensitive development. She is an experienced trainer in systems approaches to peacebuilding work, including systems mapping, and identification of entry points for intervention. She works on the development of new monitoring and evaluation approaches to peacebuilding and conflict sensitivity.

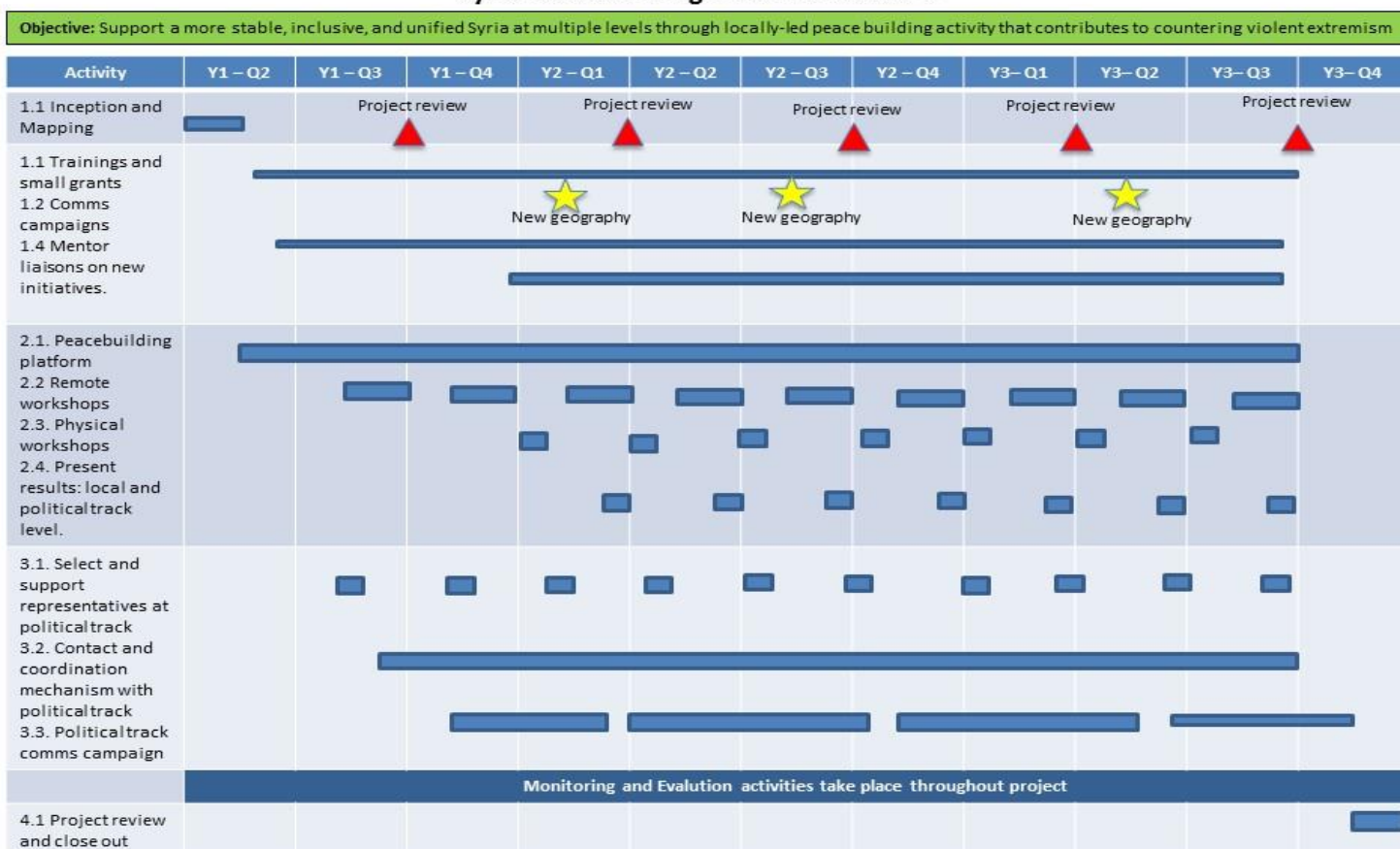
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Networking SME (Jusoor) – Mohammad Abdul Monaf Sarmini. Mohammad is a former Syrian politician and general manager of Jusoor. He has experience in creating and maintaining solid and positive networks with a wide variety of civil society organisations, political actors, and armed groups to advance towards a political solution for the Syrian conflicts. Mohammad has participated actively in the Syrian National Coalition.

Political Track SME – Chris Alexander. Chris is a former Canadian diplomat and was Ambassador to Afghanistan from 2003-2005. He was Deputy Special Representatives of the UN Secretary General to the United Nations Assistance Mission in Afghanistan and has a strong track record in assisting in track two negotiations.

Staff adaptability to programmatic challenges: ARK is part of a group of companies with common ownership, providing the flexibility to pool and fit resources where they are required. This enables seamless transition for any uplifts or downsizing of the project team, as staff can be reassigned to deploy on demand. ARK’s corporate headquarters are in Dubai, selected as a stable and well-regulated location from which to manage group operations. Group staff cover a broad spectrum of experience and geographies, flexibly enabling rapid and effective deployment when a surge of resources is required. ARK also maintains a database of resumes that enables the company to quickly deploy additional and specialised resources if needed. While ARK staff are encouraged to take leave to increase productivity and ensure an appropriate balance between professional obligations and personal life, maintaining uninterrupted operation of ARK programmes remains paramount. The project manager will ensure there is appropriate cover to meet all operational requirements during periods of staff leave. Given that ARK’s staff is a multidisciplinary and coherent team of professionals with complementary, transferable skills and knowledge, the company is also able to quickly and effectively ensure uninterrupted delivery during unforeseen staff absences.

Syria Peacebuilding Timeline Years 1- 3



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Mr. Firas Budeiri

MENA PROGRAM DIRECTOR

Firas Budeiri has over thirteen years of experience in implementing and directing projects related to conflict, security, stabilization and peacebuilding. Firas has worked with well-known international organizations such as CARE, Oxfam, IOM or the Danish Council for Refugees, which has provided him with hands-off in international development in the Levant, including Syria.

MOST RELEVANT PROFESSIONAL EXPERIENCE

ARK Group DMCC, MENA Programme Director

Nov 16 – Present

Firas is responsible for providing strategic leadership and management to ARK Group MENA Country Managers and Programme Managers; working in collaboration with the CEO; identifying, encouraging, pursuing and securing business development opportunities for the ARK Group; in addition to developing and maintaining professional relationships with key counterparts across the region including donors, members of the diplomatic community, researchers, host government officials, and development and humanitarian counterparts as well as potential commercial and consortia partners.

Independent Consultant

July 16 – Oct 17

Firas provided consultancy services to CARE International in Turkey on programme implementation, M&E, and partners' engagement and last as interim Programme Manager for Syria Cross Border operations.

CARE Canada – Emergency Response Manager

Oct 13– Jul 14

The ERPM is a member of the Humanitarian Assistance and Emergency Team (HAET), which is part of CARE Canada's International Programs Unit. The position is part of CARE International's Rapid Response Team and is deployed 65% of the time. The position is primarily responsible for providing practical program and operational support to country offices' staff through rapid deployments and remote support, raising program implementation and logistics capacity, coordination with senior sector specialists on support to ore sectors, and guiding and evaluating CARE's work and contributing as appropriate to CARE International's overall humanitarian policies and strategies. Deployments to Philippines Typhoon Hayan Relief efforts (Nov 13 - Jan 14) and South Sudan (Post the eruption of the last cycle of violence in Jan 14 – Jul 14)

Danish Refugee Council, Dadaab, Kenya – Area Manager

Oct 12 – Oct 13

Firas' overall responsibility for DRC's operations in Kenya's North Eastern Province (NEP) including Dadaab program design, implementation and reporting, security, support functions, personnel management, funding and budgetary functions, in addition to lead strategic planning and program development, ensuring that operations are implemented within DRC's regulations, procedures, guidelines and strategies; enabling a productive and accountable relationship with beneficiaries, members of the local and refugee community, relevant GoK, L/INGO and UN agencies; in addition to providing direct management of senior program, support and security staff; provide overview management for the entire NEP/Dadaab team.

CARE West Bank and Gaza – Operations Manager

2007 – Dec 11

Firas started his career with CARE in 2004 till becoming operations manager in 2007 till 2011. As a manager, he was responsible, among others, for overseeing the overall operational support of CARE in the West Bank and Gaza emergency and developmental interventions; as well as Participating in the partners' selection process including designing the appropriate assessment tools, setting the selection criteria, and supervising the NGOs facility assessment; in addition to Representing CARE in WBG and attending regular inter-agency meetings and coordinating activities with other agencies, NGOs and government bodies engaged in emergency relief activities, staff on the ground at project sites, transporters, shippers, clearing agents, surveyors and keep all involved well informed on the status of commodities

EDUCATION

Applied Science University, Amman	1997	Bsc. Pharmacy
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LANGUAGES

English, Arabic, Hebrew, working ability in French

1.1.4 Approach, Methodology, Proposed Milestones and Timeline

Mr. Rabeh Ghadban

PROJECT MANAGER

Rabeh is a senior development manager with ten years of experience in different locations and institutions across the Middle East. With a high interest in Middle Eastern Politics, Rabeh has additionally contributed writing analysis articles and reports for different centers on hot issues in the Middle East, with a focus on Lebanon and Jordan.

PROFESSIONAL EXPERIENCE

Independent Consultant

Dec 16 – Present

- *Shaml Civil Society Coalition*: Provide technical support to six leading Syrian organizations on strategic direction, programmatic planning, and grant management. Shaml is a multi-disciplinary CSO network that serves nearly 500,000 beneficiaries nationally, employs almost 2,000 individuals, and has active programs in Syria, Lebanon, Jordan, and Turkey.
- *PILPG*: Technical advisor for organizational capacity on a small grants transitional justice program.
- *Centre for Humanitarian Dialogue*: Designed a concept note in coordination with the European Union political office in Turkey to provide technical support in project management, coordination, and outreach to Syrian Interim Government.
- *Asfari Foundation*: Delivered thorough organization assessment and project evaluations with corresponding recommendation for funding for 2017 grant cycle.
- *Democracy Council*: Conducted interviews with key stakeholders to develop messages on local governance and civil society planning for Raqqa. Talking points and messages were used in meetings scheduled between DC, a leading civil society initiative in Raqqa, and various government agencies.

Democracy Council, Senior Program Manager

May 14 – Oct 16

- Developed three-year \$27 million program close out presentation delivered to US Department of State that outlined: major grant milestones, case studies that highlighted impact of interventions, challenges facing both local governance and civil society actors, and recommendations for USG funded programs in Syria.
- Co-led review of design and overall objectives of DC's program on local governance and capacity building for nongovernmental organizations; material presented to US Department of State leadership.
- Managed over \$3.1 million USD grants portfolio dealing with sensitive social and political issues to non-governmental organizations in Syria. Projects fell under the following programmatic themes: service delivery, relief, advocacy, professional syndicates, and political development. Each project also included organizational support through project selection, proposal writing, grant management and community outreach mentorship. Monitored and evaluated project progress metrics, success benchmarks, and project alignment with program indicators.
- Provided analysis and presented policy recommendations on the risk, feasibility, and strategic purpose of programmatic options in Syrian territories under the control of designated terrorist organizations.

Democracy Council, Program Manager

May 13 – May 14

- Lead manager for \$10K federal assistance program. Supported U.S. foreign policy objectives by overseeing assistance to the Assistance Coordination Unit, a Syrian opposition entity. Capacity building support under this sub-grant included the development of a streamlined process for proposal submission from over 200 local partners across Syria, the establishment of quantifiable and objective evaluation criteria for project prioritization and distribution of selected projects to INGOs and donor countries partnered with the ACU.

EDUCATION

The Fletcher School, Tufts University Medford 2011 MA in Law and Diplomacy, with concentrations in political systems and theories

University of California, San Diego

2007 BA of Arts in International Studies

LANGUAGES

English, Arabic

1.1.4 Approach, Methodology, Proposed Milestones and Timeline

ANITA ERNSTORFER
SME IN PEACEBUILDING,
CONFLICT SENSITIVITY
AND CVE

Anita Ernstorfer has fifteen years of international experience with CDA Collaborative Learning Projects, UNDP, UNICEF, GIZ, EU, NGOs, and academia. She has substantive expertise and field experience in conflict prevention, peacebuilding effectiveness, democratic governance, conflict analysis, and conflict-sensitive development. Anita is an experienced facilitator and trainer in systems approaches to peacebuilding work, including systems mapping, and identification of entry points for intervention.

MOST RELEVANT PROFESSIONAL EXPERIENCE

Director, CDA Collaborative Learning Projects, Cambridge, MA, USA **2013 – Present**

Dector of Advisory Services, Lead of Peacebuilding Effectiveness Practice Area **2015 – Present**

As CDA’s Director, Anita’s main responsibilities include leading development and implementation of CDA’s advisory services strategy; leading advisory service engagements and facilitating trainings and provides long-term coaching; accompaniment of various international and local peacebuilding, humanitarian and development organizations, donors, bi- and multi-lateral agencies in the areas of peacebuilding effectiveness, systems thinking and conflict systems analysis (‘mapping’), conflict-sensitivity/Do No Harm, conflict (systems) analysis, and monitoring and evaluation of peacebuilding and conflict-sensitivity; contributing to developing new approaches to monitoring and evaluation of peacebuilding initiatives of conflict sensitivity, in partnership with the Peacebuilding Evaluation Consortium.

Co-Director Reflecting on Peace Practice Program (RPP) **2013–2014**

Anita’s main responsibilities included providing overall leadership to the Reflecting on Peace Practice Program, including strategic direction, staff management, and financial management; leading application of RPP concepts and tools with a variety of audiences (Government, (I)NGOs, and multi-lateral organizations), including conflict systems analysis, program design and review exercises, RPP trainings, and coaching sessions; leading field testing of program quality assessments and evaluability assessments with partners in Mali, Afghanistan, South Caucasus, Sri Lanka, using RPP as principles for peacebuilding effectiveness; as well as leading applied research initiative and developed initial guidance on the relationships between development and peacebuilding interventions and violent extremism under CCVRI, the Conflict, Crime, and Violence Results Initiative (advisory and applied research support to DFID).

UNICEF New York - Peacebuilding Adviser **2012–2013**

As a peacebuilding adviser for the office of Emergency Operations, Peacebuilding and Recovery Unit, Anita’s main duties included providing technical support to a variety of UNICEF Country and Regional Offices in the implementation of a new global programme on peacebuilding, education, and advocacy; providing training to UNICEF and other UN partners, Government and civil society counterparts in conflict analysis, peacebuilding programme design, and conflict-sensitivity.

Conflict Prevention Specialist, UNDP New York **2008–2012**

As a conflict prevention specialist for the United Nations Development Program (UNDP), Bureau for Crisis Prevention and Recovery (BCPR), Conflict Prevention and Peacebuilding Team, Anita led technical country support to various UNDP Country Offices, and select UN Country Teams, in designing and implementing conflict prevention and peace building strategies and programmes, including conflict analysis processes, conflict transformation initiatives, and the integration of conflict sensitivity into development portfolios.

Country Manager, GIZ **2003–2006**

As country manager for the Latin America and the Caribbean – Andes Division from 2004 to 2006, Anita supported GIZ heads of offices in the overall GIZ portfolio management in the region; supported regional division head on the integration of a conflict-sensitive perspective across portfolios of GIZ country offices in the Andean region, conflict analysis processes, as well as the integration of conflict prevention elements into portfolios across the region.

EDUCATION

Ludwig Maximilians University, Germany	2002	MA in Political Science and Spanish Philology
Eberhard-Karls University, Germany	1999	BA in Political Science and Spanish Philology

LANGUAGES

English, Spanish, German, with limited ability in French

1.1.4 Approach, Methodology, Proposed Milestones and Timeline

The Honorable Chris Alexander

SME IN POLITICAL TRACK AND PEACE TALKS

Over a quarter century of public service, Chris Alexander has delivered excellence and leadership for Canada at home and abroad. In Afghanistan, he was Canada's Ambassador, then deputy head of the largest UN political mission of its time. In Canada, he has been a candidate for the leadership of a national political party, Parliamentary Secretary for National Defence & Minister of Citizenship and Immigration, transforming Canada's system into a global leader. He has a track record of managing complexity, bringing stakeholders together and delivering results.

PROFESSIONAL EXPERIENCE

Conservative Leadership Candidate

Nov 16 - May 17

- Presented a forward-, outward-looking vision for a New Canada
- Forty policy proposals for Canada (www.chrisalexander.ca/policy-1/)

Canada's Minister of Citizenship and Immigration

Jul 13 – Nov 15

- Sustained highest-ever levels of immigration to Canada (280,000 in 2015)
- Strengthened Canadian citizenship with first major reform in 35 years

Parliamentary Secretary for National Defence & MP

May 11 – Jul 13

- Led communications on historic procurement strategy, including for fighter jets
- Political support for military missions in Afghanistan, Libya, Iraq and Syria

UN Deputy Special Representative in Afghanistan

Dec 05 - May 09

- Led coordination of international support for Afghanistan
- Responsible for political affairs in mission with 2,100 staff, \$160 million budget
- Set priorities for Hague (2009) and Paris (2008) conferences: US\$21.4 billion pledged
- Championed eighteen-sector Afghanistan National Development Strategy (ANDS)
- Led counter-insurgency strategy with Afghan government, US and NATO partners
- Co-founder with Afghan leaders and ISAF of the Policy Action Group (PAG)
- Highlighted regional dimension to cross-border insurgency
- Key architect of 2006 Afghanistan Compact, a nation-building template
- Led UN election, disarmament, rule of law and police reform efforts

Ambassador of Canada to Afghanistan

Aug 03 – Oct 05

- First resident Ambassador, leading one of Canada's largest embassies
- Shaped C\$250 million development assistance commitment over two years
- Shampioned national programmes, including for disarmament and rural development, delivered as part of the Afghan budget through a World Bank trust fund

Minister Counsellor at the Canadian Embassy in Moscow Aug 00 – Aug 03

- Liaison to President Putin at G8 in Kananaskis: US\$20 billion G8 Global Partnership
- Focus on terrorism, proliferation, federalism, Arctic, war in Chechnya

EDUCATION

Balliol College, Oxford

1989 - 1991

MA (1st class) in Philosophy, Politics & Economics

L'Université Laval à Québec

1989

Extra-mural student

McGill University, Montreal

1985 - 1989

BA (Joint Honours) in History and Political Science

1.1.4 Approach, Methodology, Proposed Milestones and Timeline

LANGUAGES

English, French

MOHAMMAD SARMINI

General Manager of Jusoor

General Manager of Jusoor with base in London, Mohammad is a Syrian politician that has succeeded in creating solid and positive networks with all kinds of armed groups, political actors, and civil society organisations in order to advance towards a political solution for Syria. As one of the founder Members of the Syrian National Council, Mohammad has participated actively within the Syrian National Coalition as a media officer and as an advisor for the Syrian Interim Government.

PROFESSIONAL EXPERIENCE

Jusoor for Training, Gaziantep – General Manager

Jul 16 – Present

Jusoor for Training is Jusoor for Studies' sister organization providing specialized academic formation to civil society organizations, community leaders, and activists on the fields of crisis and analysis management, Research skills, Social Contract and State Building, Strategic Thinking, Civil Leadership for women, Good Governance, Anti-Corruption, among others.

- Providing strategic leadership and management to Training Managers and Programme Managers.
- Providing support in identifying training needs among stakeholders.
- Providing guidance in developing training agendas and guides based on needs identified.
- Developing and supporting professional relations with key stakeholders, including donors.
- Representing Jusoor for Training in public fora, meetings, conferences and workshops.

Decision-Making Bureau of the Syrian Interim Government, Gaziantep –Political Advisor 2015 – 2016

- Providing strategic advice on political, economic and security advise at the decision-making level.

Head of the Syrian Interim Government, Gaziantep - Advisor

2013 - 2015

- Providing strategic advice on political, economic and security advise at the decision-making level for the head of the Syrian Interim Government.

Media Office for the Syria National Council, Gaziantep – Manager

2011 - 2012

- Preparing and publishing relevant information on the Syrian National Council to stakeholders.
- Developing and maintaining external relations with main stakeholders.

Founder Member – Syrian National Council

2011

Mohammad actively participated in the opposition meetings that took place in Doha in 2011 that followed the creation of the Syrian National Council.

EDUCATION

Al-Zaytoonah University, Jordan 2006 BA in Business Administration

LANGUAGES

English, Arabic

1.1.4 Approach, Methodology, Proposed Milestones and Timeline

Mr. Nizar Laz

PEACEBUILDING SME & TRAINER

Nizar is a conflict prevention and development specialist working in fragile settings promoting positive social change. Since 2013, he has been leading the design and the implementation of development programmes; primarily governance, conflict prevention, strategic communication, youth participation, and countering Violent Extremism projects. Nizar is an experienced professional mediator, trainer, and facilitator.

PROFESSIONAL EXPERIENCE

ARK Group DMCC - Programme Manager

2013-Present

- Manage a youth participation and governance programme in Palestinian refugee camps in Lebanon comprising youth conflict mitigation, alternative dispute resolution, youth led communications, small youth grants, legal aid, governance, capacity building, community based monitoring, and civil defence.
- Manage 160 programme staff in 12 Palestinian camps, providing direction, input and feedback.
- Ensure consistent follow up and engagement with local stakeholders, governance actors and beneficiaries. Oversee daily monitoring of contextual situation and produce fortnightly analytical reports covering security, political, socioeconomic, youth, and public opinion development for donors and various partners.
- Manage field teams of enumerators to conduct surveys across Palestinian camps for research and M&E; facilitated key informant interviews and focus groups to gather qualitative data.
- Coach and train coordinators and youth groups on various skills including political communication, strategic management, mediation and negotiation skills.

Kurdistan Regional Government - Protocol Unit, Independent Consultant

2012

- Prepared and implemented a feasibility study for the Saad Convention Centre, enabling its transition from management by a British contractor to becoming a department under the KRG Protocol Unit.
- Conducted a market analysis to devise a sales and marketing strategy aiming to increase events hosted by the centre.
- Established purchasing, warehousing and personnel departments. Conducted job analysis, reanalysed job descriptions, and restructured departments' workflows and organisation.
- Developed customer relationship strategy to be implemented by the team in three phases and assisted in negotiations for refurbishment contracts.

Tahseen Khayat Group, Regional Sales Manager & Senior Business Analyst

2009-2012

- Major academic printing and publishing firm. Managed a team of 15 employees to improve sales and business procedures between the different departments (printing, publishing, and sales).
- Conducted market research and internal analysis (sales trends, customer feedback).
- Managed sales force and maintained business relationships with key accounts; conducted sales trips to negotiate and implement sales in Sudan, Syria, Ghana, UAE, Kuwait, UK and Lebanon.
- Financial management: supervised expenses distribution and cost allocation between different projects/subsidiaries of the group; prepared financial forecasting and intervened with corrective action as required; improved net profit from 2009 to 2010 (24%) and from 2010 to 2011 (28%).

EDUCATION AND PUBLICATIONS

Université Saint-Joseph 2014 - 2015 Diploma in Professional Mediation

University of Manchester 2008 – 2009 Msc in International Development & Human Resources

American University in Beirut 2005 - 2008 BA, Business Administration

§ Co-author and contributor to several programmatic ARK group research documents (2015 – present).

§ Countering Violent Extremism: A Toolkit for Civil Society Organisations in Yemen (Pursue Ltd., 2014).

§ Organisation Development in Public Sector Organisations: The Case of the Palestine Liberation Organisation (Lambert Academic Publishing, December 2012).

LANGUAGES – English, Arabic

1.1.4 Approach, Methodology, Proposed Milestones and Timeline

Ms. Ghada Sabah

GENDER LEAD & PRODUCTION MANAGER

Ghada Saba is Jordan's first female cinema director, reputed for tackling social problems and taboos through documentaries, short videos and social media campaigns. Trained under the late Egyptian film director Youssef Chahine, she returned to Jordan in 2004 to lay the groundwork for building a local film industry. She founded No Budget Films (NBF), a production company aimed at helping aspiring young filmmakers. In March 2015, Ghada Saba was selected as one of Beijing +20 Gender Equality Champions for UN Women and participated in CSW59 NGO at the United Nations headquarters in New York. She has written, directed and produced over 250 documentaries and short films. Currently, she produces a weekly report on women's issues on "Ro'ya TV", Jordan's most popular privately owned TV station.

PROFESSIONAL EXPERIENCE

ARK DMCC Group, Amman - Production Manager

Apr 16 – Present

- Managing production team in ARKS' different locations and the network of freelancers across Syria.
- Training production teams in production techniques, media campaigns, creativity, social media management.
- Delivering creative ideas for filming and production of media products.
- Managing and training an on the ground stringers network.
- Creation of production campaigns for all ARK's projects
- Production of documentaries.

Roya TV, Amman – Producer and Director

2010 – 2015

- Produced and directed a weekly report on women's issues, highlighting the success of empowered women within their local, largely conservative communities.

Saba Hamlet for Gender Equality (SHGE), Founder

2015 - Present

In March 2015, she was selected as one of Beijing +20 Gender Equality Champions from UN Women and participated in CSW59 NGO at the United Nations headquarters in New York. She also represented the Permanent Mission of the Hashemite Kingdom of Jordan to the UN and Jordanian National Commission for Women in a panel discussion.

Director & producer for Her Majesty Queen Rania's initiatives for TV and Theatre

2009 - Present

Education

Yarmouk University, Jordan

1999

BA of Arts

LANGUAGES

Arabic, and English

1.1.4 Approach, Methodology, Proposed Milestones and Timeline

Ms. Alice Gissinger

LEAD RESEARCHER AND ANALYST

Development practitioner experienced in conducting research for programme development, policy-making, and publication. Fluent in Arabic, English, French, and Spanish. Skilled in producing rigorous, actionable analysis and communicating results to a range of audiences.

PROFESSIONAL EXPERIENCE

ARK Group DMCC, Lead Analyst - Istanbul

Jun 14 – Present

- Supported, then led, a research team of up to three professionals conducting research to support governance, policing, stratcomms, and SGBV prevention programmes in a remote setting (areas of Syria held by the opposition)
- Contributed to programming with ideas, new concept notes, and support to M&E
- Authored analytical papers examining social and political issues in the Syrian conflict
- Briefed results of research to donors, think tanks, and NGO audiences

UN Office for the Coordination of Humanitarian Affairs, Associate Humanitarian Analyst

Jan – May 14

- Helped the nascent OCHA Jordan office develop an analytical capacity in southern Syria
- Produced strategy papers, presentations, and reporting for HQ, donor countries, and partners
- Developed relationships between the Office and humanitarian NGOs in the planning stages of cross-border humanitarian operations

Abdorrahman Boroumand Foundation, Washington DC - Research Fellow

Oct 12 – May 13

- Researched chains of responsibility for human rights violations in the Lebanese civil war
- Reconstructed 65+ victim case studies through creative use of interviews and archival sources

EDUCATION

Centre for Arabic Study Abroad	2013 – 2014	Scholarship from the U.S. Department of Education for study of Arabic, Levantine colloquial and formal
Princeton University	2011 – 2012	Coursework towards a Ph.D., Near Eastern Studies
Harvard University	2009 – 2011	M.A., Middle Eastern Studies
Harvard University	2007 – 2011	B.A., magna cum laude. Social Studies

LANGUAGES

French and English (native) Arabic and Spanish (fluent)

PUBLICATIONS AND RESEARCH

[The Syrian Conflict: A Systems Conflict Analysis](#) (Co-author). ARK Group DMCC, March 2016. Presented to donors and general audiences in London, The Hague, Brussels, Istanbul, and Amman.

[Four Years in Crisis: Women's participation in northwest Syria](#). ARK Group DMCC, May 2015.

[Anger, Betrayal and Mistrust: Public reactions to the initiation of coalition airstrikes in Syria](#) (Co-author). ARK Group DMCC, November 2014.

1.1.4 Approach, Methodology, Proposed Milestones and Timeline

Ms. Julia Mills

COMMUNICATIONS
PROGRAMME MANAGER

Julia recently moved into communications programme management, building on more than ten years of experience, as an international broadcast journalist, producer, and filmmaker. Her career has spanned both established organizations and media startups. This includes covering the Arab Spring whilst working for Al Jazeera English, and the global financial crisis with the BBC. Julia has been based in Turkey since 2015, covering the Syrian war and a tumultuous period in Turkish politics and society. She brings communications expertise based on strong editorial judgement, excellent writing skills, visual creativity, and high production values. She has experience of all types of broadcast media and formats, including online.

PROFESSIONAL EXPERIENCE

ARK Group DMCC, Istanbul – Communications Programme Manager **Mar 17 - Present**

- Managing ARK's longest-running programme in Syria, the Grassroots media support programme, funded by HMG.

TRT World, Istanbul – Executive Producer **Dec 16 – Present**
Program Editor **May 15 – Dec 16**

- As one of the founding team members, Julia played an active role across several areas of the channel, including developing and launching programme strands, field producing, reporting, planning, and training.

Kaniju Productions, London – Co-Founder and Executive Producer **Feb 14 – Apr 15**

- A production company focusing on documentary films. Projects include a film on female genital mutilation in Burkina Faso for Nigeria's TVC News.

Freelance journalist and producer, Doha **Jan 13 – Jan 14**

- Various production, writing and communications projects

Al Jazeera English, Doha – Assistant Program Editor & Output Producer **Apr 08 – Jun 12**

- Working closely with the program editor to build news programs and oversee all aspects of news output.

BBC World Service Radio, London - Producer, News and Current Affairs division **Oct 06 – Mar 08**

- Working across different programs including *World Update* and *Newshour*. The role included pitching stories and treatments; finding guests; briefing the presenters; audio editing and studio output.

EDUCATION

University College Falmouth, Cornwall	2005 - 2006	MA in Broadcast Journalism
Magdalen College	1998 - 2001	MA in Politics, Philosophy and Economics
Marlborough College	1993 - 1998	

LANGUAGES

English

1.1.4 Approach, Methodology, Proposed Milestones and Timeline

Ms. Elisabeth Ris

M&E MANAGER

An evaluator with ten years of experience facilitating the strategic and tactical use of data in decision-making, Elisabeth has worked on a range of programs including countering violent extremism, strategic communications, local governance, livelihoods and media development in the Middle East, North Africa and Africa.

PROFESSIONAL EXPERIENCE

The Stabilisation Network - M&E Lead

Mar 14 - Present

- Design and manage implementation of monitoring and evaluation activities for complex programming in Syria and Lebanon in the areas of countering violent extremism, local governance, community security, youth empowerment and grassroots media development. Activities include developing logical and evaluation frameworks, standard project output and outcome monitoring and end of program evaluations, as well as innovative and context-adapted approaches including outcome mapping and participatory analysis.
- Manage in-house and third-party quantitative and qualitative data collection processes including key informant interviews, large-scale opinion surveys, focus group discussions, media monitoring, structured capacity assessments, participant surveys and structured observation of beneficiary use of equipment and funds.
- Provide strategic input for clients and donor governments developing theories of change and conducting strategic reviews of program designs.

Besa: Catalyzing Strategic Change - Monitoring and Evaluation Associate

2013 – 2014

- Provided monitoring and evaluation support to grant-making offices at US Department of State and an international foundation working in stabilization, human rights and democratization in conflict settings. Technical support included one-on-one mentoring for Grants Officers and development of systems for effective collection and use of information for accountability and decision-making.
- Participated in in-depth assessment and program design process for service delivery and anti-corruption programming in Guinea funded by INL (US Department of State).
- Conducted meta-evaluation and meta-analysis of evaluations of conflict programming for USAID's Office of Conflict Management and Mitigation; designed meta-evaluation framework and analysed evaluations in collaboration with Besa Principal, Cheyanne Church.

Cambridge Concord Associates, Planning and Evaluation Consultant

2012 – 2013

- Engaged diverse stakeholders in participatory planning processes through facilitated meetings, small group work, web-based mechanisms, and other forums.
- Measured progress towards results for institutional planning processes and five-year strategic plans.

Mercy Corps, Research Associate, Governance Technical Support Unit

Summers 2011 & 2012

- Collaborated with Director of Governance and Libya country team during the armed conflict to research and write a governance assessment based on qualitative data collected remotely in the field. Findings formed the basis for subsequent EU- and US- funded programming.
- Conducted context analysis and framing for new Middle East and North Africa program proposals.

EDUCATION

The Fletcher School, Massachusetts

2016 MA in Law and Diplomacy

Duke University, North Carolina 2006

BA of Arts, with Women's Studies Minor

LANGUAGES

English, working knowledge of Arabic

1.1.4 Approach, Methodology, Proposed Milestones and Timeline

Mr. Ammar Kourany

PROJECT COORDINATOR

A humanitarian professional with training in experience in access, liaison, security and safety of teams and operations. Skilled trainer with a background in building capacities of local organizations to improve their ability to operate safely and effectively. Able conflict analyst with in depth knowledge of the Syria context and a specialization in north Syria.

PROFESSIONAL EXPERIENCE

ARK DMCC Group, Deputy Program Manager

Dec 16- Present

- Conduct capacity building assessment for the communities in north of Syria, development plan, and liaise between the local council and the organization.
- Ensuring the program is implemented to a high quality based on upon related standards.
- Ensuring proper documentation and compilation of the program.
- Maintaining proper communication with the partners.
- Ensure risks are appropriately managed, programmatic and reputational.
- Ensure a positive working environment and good team dynamics.
- Work closely with Country Director to write, develop, and submit concept notes and proposals.
- Ensuring the program is in line with community and beneficiary needs.

ARK DMCC Group, Safety & Security Liaison Director

Jun 16- Present

- Conduct research and analysis for Syria.
- Conduct regular, frequent, and methodical consultations with a broad range of stakeholders in north Syria and southern Turkey on subjects relevant to Ark's work and Ark as an organization
- Report regularly to the Country Director, on trends and events that may impact Ark and Ark programmes
- Liaise with and provide appropriate duty of care to Ark partners and staff in Syria and southern Turkey
- Develop, update, and roll out a best practice safety and security management plan for Ark programmes and partners
- Working with SMT lead on-going safety risk analysis and associated contingency planning
- Support Ark in fulfilling appropriate duty of care to partners and partner staff by providing/arranging appropriate training and organizational capacity development in areas related to safety and contingency planning
- Contribute to project/programme design and budgeting to assure that Ark/partner duty of care obligations are adequately analyzes, incorporates, reflected, and budgeted.
- Assure that Ark facilities meet local safety standards and laws and that staff have received appropriate training in-line with best practices
- Establish, maintain and operate information cascade/trees and use these to provide Ark staff with safety and security updates
- Conduct regular research on the political changes in the region.

Save The Children, Acting Safety and Security Director

Jan 16 –Jun 16

As a member of the senior management team operating a \$40 million humanitarian and development programme in northwest and northeast Syria, lead security management including providing conflict analysis, development of risk analysis, risk mitigation strategies. Support Syrian partner organisations to build capacities that assure safe operations, adequate emergency planning, and duty of care.

EDUCATION

University of Damascus, Syria

2003 BA in Political Science

LANGUAGES

English, Arabic, Turkish