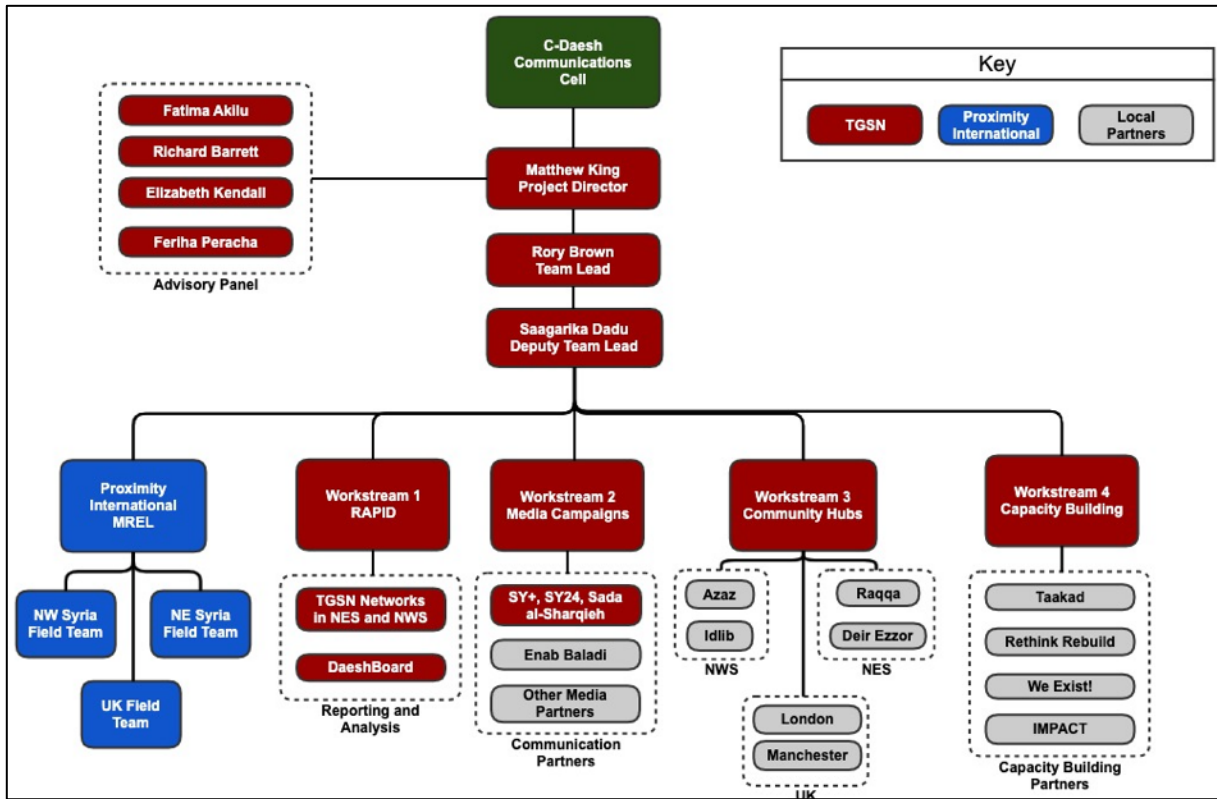
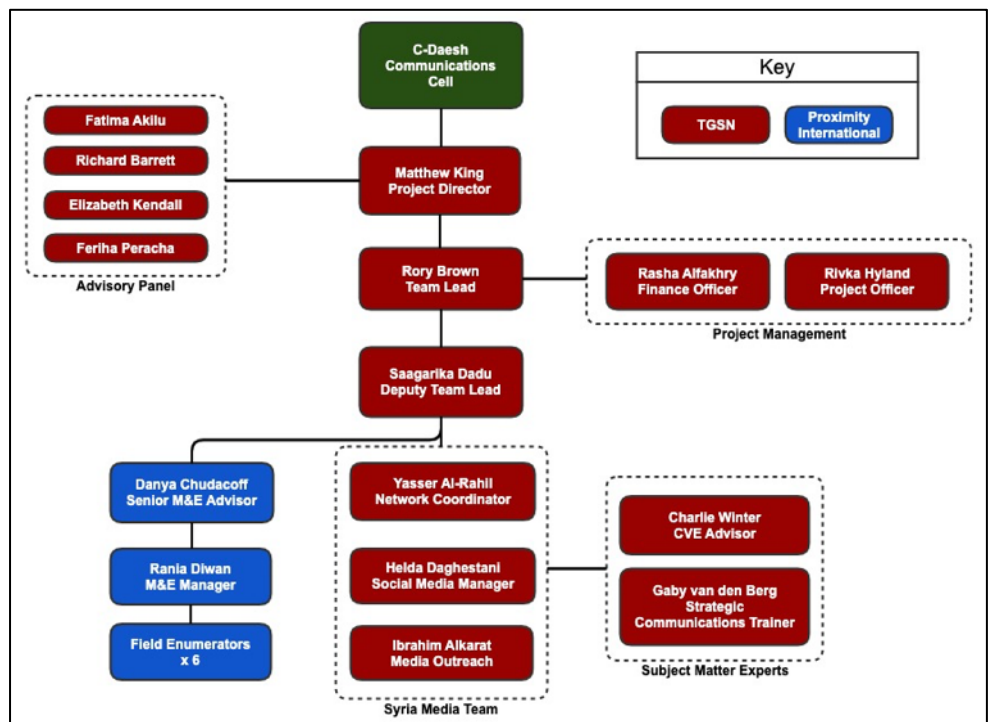


Our **PROJECT STRUCTURE** based on the workstreams outlined in our methodology structure will look like the following:



TEAM ORGANOGRAM

The team members put forward for this project have vast experience of designing and implementing CVE and strategic communication programmes around the world – indeed, those serving on the advisory board are all recognised as world-leading experts in this field. The project team is geographically diverse, but well established in its working practices and with strong leadership at each location. We have built scalability into the fabric of the project, enabling space in each role for expansion or contraction should it be required.



Brief biographies of key project staff can be found below, and a table at the end sets out their total days on the project and employment status.

STAFF BIOS

Project Director – Matthew King. Matthew King will serve as Project Director, based in London with frequent visits to Istanbul. He will lead all Cell/HMG engagement, including in-person meetings in London and Istanbul during mobilisation, Inception and Implementation, ad hoc and routine communication; and all formal technical, programme management and financial reporting.

Matthew is an Arabic, Dari and Pashto speaker with a post-graduate certification in Business from Stanford Graduate Business School. He has served in multiple leadership roles, recently managing a £1 million CVE and Stratcomms programme for CSSF Nigeria, and led the development of TGSN's technology products: Sealr, Daeshboard and Murmurate. He has led cross-cultural teams across Afghanistan and the Middle East both in and out of government. He has designed and delivered projects supporting the International Coalition against Daesh on activities in Nigeria and Syria.

Team Leader – Rory Brown. Rory Brown will serve as Team Leader, based in London with frequent trips to Istanbul. He will lead refinement of the Implementation Plan (including Theory of Change, MEL Framework) during Inception and will lead the design of all technical deliverables and task all senior team technical activities while overseeing their execution, ensuring they are delivering on time and to the required standard. He will manage team inputs and ensure leave schedules are synced with deliverable timeframes and manage all internal management relationships with consortium partners.

Rory is an experienced team leader and programme manager, with particular expertise in CVE, stabilisation, governance, and conflict programming at the research, project design, and project implementation levels. Rory was the Deputy Team Leader of the CSSF Syria Stabilisation Response Mechanism from 2017-8, overseeing 90 international and Syrian staff in Syria, Turkey and Jordan. He also established and managed one of UK's largest CVE programmes, the al Shabaab defector rehabilitation programme in Somalia. Rory has most recently completed, as Team Leader, the a CSSF-funded "Pathways to Peace and Social Cohesion" scoping study in NE Syria with TGSN, as well as two evaluations of US State Department programming in NE Syria.

Deputy Team Leader – Saagarika Dadu. Saagarika Dadu will serve as Deputy Team Leader, based in London but with visits to NE Syria. She will design and implement a comprehensive monitoring, evaluation, and learning component for the project, using KIIs, surveys, data analysis, near-live-mapping, and other tools. She will ensure rolling gender and age analysis as well as disaggregating data by other relevant demographic indicators.

Saagarika is an experienced Team Leader and Programme Director with 10 years of field-based experience in research, policy development, and programme design for CSSF, UN agencies, INGOs, governments and donors. She was one of the lead authors of the CSSF NE Syria Scoping Study led by TGSN. She has extensive experience in consulting for international development stakeholders and has conducted numerous interviews and focus group discussions with women, men, children, and elders in conflict and post-conflict settings on issues of security, protection, livelihoods and solutions. Her thematic focus has been on seeking innovative solutions for refugees and forcibly displaced populations in Afghanistan, East Africa and the Middle East. Additionally, she has undertaken high-level analysis feeding policy dialogues on forced displacement that span multiple actors and countries, including most notably for the High-Level Partner Forum for the New Deal in Somalia held in Copenhagen in 2014.

CVE Advisor – Charlie Winter. Charlie Winter will serve as CVE Advisor, based in London. He will lead analysis through Workstream 1 (Research, Assessment, Programming Iteration and Deployment) and the Daeshboard, feeding this into iterative programme design for Workstreams 2, 3, and 4. He will work closely with Senior Research and MEL Advisor Saagarika Dadu in coordinating Proximity International's in-country research component.

Charlie's professional and personal experiences make him uniquely positioned to advise the project on the most effect means of understanding and countering Daesh communications. His research specialism is terrorism and insurgency, with a focus on online and offline strategic communication. He is studying for a PhD in War Studies, examining how militant groups cultivate creative approaches to governance and war. Alongside his work at ICSR, which is supported by Facebook as part of the Online Civil Courage Initiative, he is an Associate Fellow at the International Centre for Counter-Terrorism in the Hague and an Associate of the Imperial War Museum Institute in London. He currently serves as an expert panel member for the CVE and StratComms programme TGSN is currently delivering for CSSF Nigeria.

Strategic Communications Trainer – Gaby van den Berg. Gaby Vandberg will serve as Strategic Communications Trainer, based in London. She will work with the Syria media team as well as local partners to hone stratcomms strategy for this project.

Gaby is a strategic communications expert with 12 years of experience in strategic communications and CVE. From 2008-2017, she served as Director of Operations for the Behavioural Dynamics Institute, where she worked on projects across Egypt, Jordan, Oman, UAE, Libya, and Afghanistan. She was a co-creator of the Behavioral Dynamics Methodology and has taught organisations around the world using it, including to NATO and most recently the Canadian and US militaries.

Social Media Manager – Helda Daghestani. Helda Daghestani will serve as Social Media Manager, based in Istanbul. She will coordinate all outreach with media partners in the UK and Syria to ensure appropriate audience targeting and delivery on-schedule.

Helda is an expert on the Syrian social media space and has significant experience working on strategic communications projects in the Syrian context. She started working in 2014 with the RFS Media Office, which was then the most important source of news about military in Syria. She was in charge of the website and social media and publishing in Syrian Facebook groups and Skype, which were crucial modes of news dissemination as the conflict evolved. Helda specializes in creating networks and partnerships between media

organizations, journalists, and civilians to increase the reach and effectiveness of media campaigns. Throughout her career, she has been responsible for verifying content, fact-checking, mapping social engagement, and reporting on and adjusting the effectiveness of the media campaigns she is involved in. Helda combines this thorough command of the Syrian social media landscape with long experience working with Syrian women around the issue of trauma. She has coordinated and assisted in trainings for 14 Syrian female detainees being held in Turkish prisons, as well as assisting in training 40 Syrian media workers on dealing with trauma in their work. In 2018, she also trained 22 women as journalists in northern Syria and created a center for their work in the Idlib countryside in 2019. After the Russian and pro-regime forces targeted the women's center, Helda transformed the women journalism program into a network, which she maintains and continues to connect to media networks outside Syria.

Network Coordinator – Yasser Al-Rahil. Yasser Al-Rahil will serve as Network Coordinator, based in Istanbul. He will work with the in-country network to source content for media campaigns and coordinate with the production team to turn this content into effective messaging for audiences in Syria and the UK.

Yasser Al-Rahil is a social media and journalism expert who has been a central figure in the Syrian media landscape since the early years of the conflict. From 2015 to 2017 he worked for the Revolutionary Forces of Syria (RFS) Media Office, managing outreach and providing strategic support to the moderate armed opposition groups resisting pro-regime forces throughout Syria. In 2017, Yasser and the RFS Media team created the SY-24 platform to cover civilian stories from within Syria. Yasser is currently editor-in-chief of SY-24, which has covered a broad range of high-impact stories about youth and entrepreneurship in conflict zones, the realities of displacement and resilience, pro-regime and Russian forces' violations of IHL, and the endurance of traditions in Syria. SY-24 has also started viral social media campaigns like the influential Solidarity with Karim movement. Yasser's reporting is routinely picked up by major media outlets, including *The New York Times*, *The Wall Street Journal*, and *The Guardian*, and Yasser himself has become a widely consulted commentator on major Arabic news channels, including Al-Jazeera, Halab Today, al-Arabiyya, Orient News, SyriaTV. Yasser maintains and manages an extensive network of reporters and stringers throughout Syria.

Media Outreach – Ibrahim Alkarat. Ibrahim Alkarat will be responsible for Media Outreach, based from Istanbul and Gaziantep with travel to Syria. Ibrahim will coordinate with all media partners to ensure effective message distribution and appropriate TA targeting. He will also support the network coordinator and production teams in sourcing and creating content.

Ibrahim Al-Idlibi is a member of TGSN's Syria media team and has been a prominent media figure in the Syrian opposition for several years. He has particular experience in covering and assessing media output from military groups. He is a frequent commentator on major Arabic-language news channels, including Al Jazeera, Al Arabiya, Al Hadath, Sky News, BBC Arabic and others. He also regularly briefs international journalists, diplomats, analysts, humanitarian workers and others. For the past several years, he has also led a donor-funded media capacity building effort in Syria that has trained hundreds of activist and media officers. He is currently a freelance journalist focused on fighting disinformation in the Syrian context. He has also served as a coordinator and media advisor to a delegation of moderate opposition groups in Geneva as part of the UN-sponsored Track I negotiations. He was instrumental in the outreach to several armed factions to convince them to sign International Humanitarian Law deeds of commitment with Geneva Call. He is currently a freelance journalist, having previously held positions with Al-Jazeera, SMART in Idlib, and STEP agency. He has corresponded for Revolutionary Forces of Syria (RFS) Media Office in Idlib and has founded several activists' coordination committees networks in Jabal al-Zawiyah, Idlib, and Aleppo.

Finance Officer – Rasha Alfakhry. Rasha Alfakhry will serve as Finance Officer, based in Istanbul. Supervised by the Team Leader, she will manage all financial components of the project, including payroll, expenses, record keeping, budgeting, and financial planning for the project if funds and donor appetite increase or decrease.

Rasha has over 12 years' experience in financial analysis and risk management. She was the Grants Manager at Mayday Rescue for four years, where she managed over subgrant projects totalling over \$10 million per year. At Mayday, she built the grants department including hiring and training all grants staff, developed SOPs and grant management policies, and supervised compliance between financial and technical components of projects as well as managing partnerships. She is experienced in working closely with beneficiaries and implementing organisations alike to determine the most appropriate financial operating procedures to their needs and context, as well as to build their capacity to manage grants on their own in the future. Before the Syrian revolution, Rasha managed credit risk assessments for the Bank of Syria and Overseas.

Senior M&E Advisor – Danya Chudacoff. Technical MEL director and co-founder at Proximity International, Danya Chudacoff is an applied research specialist with over 9 years of experience designing, implementing, and overseeing small- and large-scale monitoring, evaluation, learning and capacity building initiatives in fragile contexts. Working frequently in conflict and post-conflict settings, Danya's expertise lies in adapting best-practice assessment methodologies in a manner that conserves technical rigor while achieving reliable, safe and ethical data collection and field research. Areas of focus include: countering violent extremism, stabilization, social cohesion, community security, emergency humanitarian assistance and local governance. Danya has served as a technical monitoring and evaluation consultant and expert advisor to donor agencies including USAID, the U.S. Department of State, UK DFID, UNDP, USIP, as well as a wide range of international and local humanitarian and development implementers. She has served as a technical team lead, analyst, and strategic advisor on multiple inter-agency independent monitoring and evaluation missions across the Middle East and North Africa, regularly presenting at donor-level fora and guiding the use of evidence for learning, planning, and adaptive management. Danya's countries of experience include: Syria, Turkey, Iraq, Jordan, Yemen, Tunisia and Libya. A native English speaker, she is also fluent

in Arabic and Spanish, with advanced Turkish. She is a graduate of Brown University with a BA in International Relations and Global Security.

M&E Manager – Rania Diwan. Rania Diwan will serve as M&E Manager, based in **Amman**. She will coordinate with the Senior M&E Adviser to ensure timely and accurate data collection in Syria through Proximity International's field teams there.

Rania possesses 23 years of experience in the areas of Monitoring & Evaluation, Education, Local Governance, Remote Management, Project Management, Community Engagement, Youth Development, City Services, Citizen Involvement, Managing IDPs projects, and Democracy and Governance. She has extensive experience in working with International Development and Non-Governmental Service Providers. In addition, she has excellent experience in Grants Management, Civic Engagement, Institutional Development, and Capacity Building. Her experience is focused on ensuring project deliverables and activities are on track and identifying corrective actions needed for the project management. Rania has been a key contributor in the design and implementation of the overall M&E systems on a variety of projects. She has experience in the collection and analysis of baseline indicators, risk assessment and lessons learned, developing standards of data collection, training staff on these procedures, final validation of data, conducting regular monitoring visits to program sites and overall responsibility for project reporting (including Weekly, Monthly and Quarterly reports). Rania has first-hand experience in working with the local communities in Syria and extensive experience with non-governmental organizations.

Project Officer – Rivka Hyland. Rivka Hyland will serve as Project Officer, based in Istanbul. She will be responsible for supporting the Senior Research and CVE Advisers in research, analysis, and report writing, as well as working with the Syria media team to provide progress updates for communication with HMG. She will also provide overall project and administrative support to the Team Leader and Project Director.

Rivka is a researcher with experience working in teams to deliver research, psychosocial counselling, educational counselling, and outreach/awareness activities, and she has worked on a number of projects in the Syrian context. She has delivered MEL trainings, conducted KIIs and FGDs (in Arabic), delivered a literature review and actor mapping on CVE in Syria, and conducted data analysis on public safety in Afghanistan as well as research on the history of language and identity formation in the Middle East. She graduated *summa cum laude* from Harvard and received an MPhil with Distinction from Oxford, where she was a Rhodes Scholar, before coming to Turkey to conduct research as a Fulbright Scholar.

Senior Advisory Panel – Dr Fatima Akilu, Richard Barrett CMG OBE, Dr Elisabeth Kendall, and Dr Feriha Peracha. These four experts in CVE and strategic communications will serve as the senior advisory panel to this project. They will draw on extensive contacts and access to relevant information worldwide to ensure that the programme benefits from lessons learned and best practice elsewhere. They will also provide critical review of target audience identification methodology and measurement of impact, and bring ideas to bear on improving both. They will offer advice to all team members, ensuring that they are familiar with all aspects of the programme.

Dr Fatima Akilu has extensive experience in delivering CVE strategies and projects. She is the founder and Managing Director of the Neem Institute. Through her work with the Nigerian government, local communities, and members of Boko Haram and other violent extremist organizations, Fatima has crafted Nigeria's approach to P/CVE work. She created Nigeria's CVE programme during her time as Director of Behavioural Analysis and Strategic Communications at the Office of the National Security Adviser to the President (the ONSA), building the programme around a non-kinetic, narrative-based, and mental-health-focused approach. This was the first comprehensive CVE programme in Nigeria. She is a trained psychologist with over 20 years' experience in the field of mental health, psychology, P/CVE and strategic communications.

Richard Barrett CMG OBE led the United Nation's Al-Qai'da and Taliban Monitoring Committee by special appointment of the UN Secretary General for nine years, prior to which he was head of global CT for SIS. During his tenure at the UN, he helped found the Counter-Terrorism Implementation Task Force, which coordinates all United Nations activity directed against violent extremism.

Dr Elisabeth Kendall is Senior Research Fellow in Arabic and Islamic Studies at Pembroke College, Oxford University. Her current work examines how militant jihadist movements exploit and feed off traditional local Arab culture(s).

She is the author or editor of several books, including *Reclaiming Islamic Tradition* (2016, with Ahmad Khan) and *Twenty-First Century Jihad* (2015, with Ewan Stein). She has served as Director of the Centre for the Advanced Study of the Arab World, a U.K. government sponsored initiative aimed at building Arabic language-based research expertise focused on jihad and martyrdom. For the last five years, she has acted as international advisor (pro-bono) to a cross-tribal body in eastern Yemen that promotes social and political cohesion as a counterweight to AQAP & ISIS expansion. She features regularly in the international media.

Dr Feriha Peracha is the Director and Supervising Psychologist of the Sabaoon Project, a school run by Social Welfare, Academics and Training (SWAaT) for Pakistan that works towards the deradicalisation, rehabilitation and integration of child soldiers involved with the Taliban in the Swat Valley. Dr Peracha is a clinical neuropsychologist and a board member of the Hum Pakistani Foundation.

Name	Role	Relevant Languages	Total Days	Employment Type	On Project	Location
<i>Matthew King</i>	Project Director	English, Arabic, Farsi	55	Employed	P/T	London
<i>Charlie Winter</i>	CVE Advisor	English, Arabic	116	Consultant	P/T	London
<i>Rory Brown</i>	Team Leader	English, Farsi	162	Consultant	P/T	London
<i>Saagarika Dadu</i>	Deputy Team Leader	English, Farsi	182	Consultant	P/T	London
<i>Gaby Vandenberg</i>	Stratcomms Trainer	English	60	Consultant	P/T	London
<i>Rivka Hyland</i>	Project Officer	English, Arabic	338	Employed	P/T	Istanbul
<i>Bana Jadou</i>	Translator	English, Arabic	222	Employed	P/T	Washington DC
<i>Helda Daghestani</i>	Social Media Manager	English, Arabic	222	Employed	P/T	Istanbul
<i>Yasser alrahil</i>	Network Coordinator	English, Arabic	222	Employed	P/T	Istanbul
<i>Qusai Jaradat</i>	Video Editor	English, Arabic, Farsi	222	Employed	P/T	London
<i>Hala al-Abed</i>	Graphic Designer	English, Arabic	222	Employed	P/T	Doha
<i>Seif Sounbolli</i>		English, Arabic	222	Employed	P/T	Istanbul
<i>Ibrahim Alkarat</i>	Media Outreach	English, Arabic	222	Employed	P/T	Istanbul
<i>Rasha Alfakhry</i>		English, Arabic	222	Employed	P/T	Istanbul
<i>Anas Shamout</i>		English, Arabic	222	Consultant	P/T	Istanbul
<i>Danya Chudacoff</i>	Senior MEL Adviser	English, Arabic	84.5	Employed (Proximity)	P/T	London
<i>Rania Diwan</i>	M&E Manager	English, Arabic	462.5	Employed (Proximity)	F/T	Amman
<i>Field Enumerators</i>		Arabic	1514	Consultants	P/T	Syria