

**EXPERIENCED PROJECT TEAM**

The ARK-led consortium assembled for this project brings a highly experienced, dedicated team with a strong track record of implementing CSSF communications and political engagement programming in Lebanon, extensive knowledge and experience of Lebanon's political system and track record in thinking and working politically, and expertise in cutting-edge assessment and measurement techniques for measuring impact and behavioural change. ARK's project team, based from its registered Beirut office, has technical expertise in implementation of similar programming and strong working relationships with governance actors and local organisations working with political actors in Lebanon. Technical support will be further provided by For Development, a group of local development experts specialised in engagement training, local political development, and capacity building. Furthermore, ARK has a dedicated communications team and production hub based in Beirut, which provides all of its Arab-world production support and capacity building. ARK's production team will be supported by local Lebanese production company 4-Production, which previously implemented the highly successful Get Out the Vote campaign on behalf of HMG.

Position	Name
<b>PROJECT MANAGER</b>	<b>ABED KHATTAB</b>
<p><b>Proposed Input:</b> Abed will be the Project Manager, managing all project staff and overseeing activities and the project budget to ensure deliverables are met on time and to the correct standard. He will provide guidance for project activities and outputs, in line with the overall strategy. <b>Added Value:</b> Abed has worked extensively in the field of political engagement, elections monitoring, and local governance since 2009 and has worked in the fields of political transparency, policy development and elections monitoring since 2008. He has strong project management experience across a range of communications and political engagement-related fields and possesses in-depth knowledge of the political context in Lebanon. Abed has managed the Take Action brand since its establishment in 2017 and hence has strong connections with political actors and youth networks across Lebanon, which will be essential to the success of this project and were critical to the success of previous iterations.</p>	
<b>GOOD GOVERNANCE EXPERT</b>	<b>NIZAR RAMMAL – FOR DEVELOPMENT</b>
<p><b>Proposed Input:</b> Nizar will deliver political participation and train the trainer trainings to youth groups. <b>Added Value:</b> Nizar Rammal is a managing partner at For Development, c.c, a Lebanese civil company that provides consulting, resources production, and training services to the public sector and the local, regional and international nongovernmental and UN agencies organisations on advocacy and lobbying, community development and mobilisation, strategic planning, and management leadership, facilitation and interactive training skills and tools, and non-formal education. Nizar delivered all political participation training for youth under the Take Action pilot and has previously provided capacity building training to local elected leaders and municipal staff in different regions of Lebanon and has trained various Lebanese civil society organizations in conducting community needs assessments.</p>	
<b>YOUTH MENTOR</b>	<b>LINA SAHMARINI HADDAD – CENTRE FOR PROFESSIONAL MEDIATION</b>
<p><b>Proposed Input:</b> Lina will serve as a mentor for trained youth, helping them to further hone their skills and learn to identify opportunities for engagement. <b>Added Value:</b> Lina Sahmarani Haddad has 20 years of professional experience working as a lawyer in Lebanon and is member of the Tripoli Bar. Lina has served on several committees in the Tripoli Bar and has been involved in the formation of several community and legal committees to improve stability in the capital of North. Lina is also a professional mediator and has been heading the political and judiciary mediation committee at the Saint Joseph University in Beirut since 2017 working with representatives of various Lebanese political parties to reduce inter and intra tensions for improving the stability in Lebanon. Lina is a certified trainer and facilitator and has worked on several projects</p>	

### 1.2.8 Quality of Resources - ARK, For Development, 4-Productions, LOUDER, Center for Professional Mediation

to promote non-violent communication between host and refugee communities specifically in the north of Lebanon. Lina is a native Arabic speaker and is fluent in both English and French.	
<b>PRODUCTION CONSULTANT</b>	<b>WALID FAKHREDDINE – 4-PRODUCTION</b>
<p><b>Proposed Input:</b> Walid is the CEO of 4-Production, an award-winning Lebanese media and consultancy agency. Walid will provide oversight over content and campaign and development for the project. <b>Added Value:</b> Walid is a highly experienced media professional, with an in-depth knowledge of the regional MENA media landscape and excellent connections for both content production and placement. He has implemented numerous political engagement-related multi-media campaigns to date, including the Get Out the Vote campaign for Take Action. Walid has run a number of successful campaigns, and benefits from an extensive base of media contacts in the countries where he has previously worked. He has produced 12 documentaries which have been broadcast on national Lebanese and regional pan-Arab channels, as well as multiple other broadcast and print products. In May 2016 he was the senior consultant for the Local Elections Campaign for the Lebanese Association for Democratic Elections (LADE), developing the campaign, identity, key messages, and outreach plan.</p>	
<b>MENTOR AND LOCAL PARTNER</b>	<b>KHOULOOD KHATIB - LOUDER</b>
<p><b>Proposed Input:</b> Khoulood will serve as a mentor for trained youth and, on behalf of LOUDER (Lebanese Organization for Unity and Defending Equal Rights), will support the provision of additional training to follow on from the previous boot camp, help recruit other youth in the Bekaa, and identify mechanisms for ongoing engagement with governance actors. <b>Added Value:</b> Khoulood is an Associate Professor of Law and Human Rights at Lebanese International University and is Co-Founder and President for LOUDER, an independent non-profit founded in 2015 to support grassroots human rights education and training. Khoulood is an experienced trainer on gender issues, community needs assessments and human rights and was previously a key component of supporting training and town halls in the Bekaa under the Take Action pilot.</p>	

### PROJECT MANAGER – ABED KHATTAB

#### Project Manager, ARK (August 2017 – Present)

- Managed the implementation of the Get out The Vote campaign between Aug 2017 and June 2018.
- Managed a strategic communications project based in Amman.
- Managed the youth political participation project between Dec 18 and March 2019
- Managing a range of local civil society groups as well as production partners delivering the multi-media campaign.
- Provide ongoing oversight of the project cycle and identify need for adjustment and improvement of systems and processes to improve efficiency, optimise utilisation of resources and improve quality of deliverables.
- Regularly brief donors on project progress and delivers in-person project and SME briefings.
- Coordinates with key stakeholders, including municipalities, INGOs, NGOs, youth initiatives, MPs, security actors and ministries in Lebanon.
- Follows up on programme budgets for spending allocations and early identification of over and underspent
- Coordinates with SMEs for capacity building and curriculum development for youth beneficiaries.

#### Project Coordinator (Setting an Agenda for Decentralisation), Democracy Reporting International (DRI) (2016 – 2017)

- Led on the implementation of programme activities;
- Co-designed, coordinated and implemented the operational aspects of project activities in Lebanon, such as events, workshops, trainings and publications.

### 1.2.8 Quality of Resources - ARK, For Development, 4-Productions, LOUDER, Center for Professional Mediation

- Drafted concept notes under the supervision of the Country Representative to provide detailed planning for each project activity;
- Provided strategic advice and support to the Country Representative on design and implementation of the project framework and activities drawing on expert knowledge of the Lebanese context;
- Supported the Country Representative in updating the project workplan/log frame and budget follow-up on a monthly basis, developing M&E framework and tools for the project and collecting, compiling and assessing the M&E data;
- Identified key contacts in the field of decentralisation and support the Country Representative in outreach to key stakeholders including members of the consortium, representatives of civil society organisations, members of parliament and (local) government, academia and the media, and in coordinating briefings and meetings;

#### **Area Manager (Tamkeen Programme), Adam Smith International (ASI) (2015 – 2016)**

- Managed a field officers and finance officers in the five communities of the designed area
- Supported recruitment and capacity building for Field Officers and Finance Officers including developing and delivering required training material
- Communicated the implementation plan to Field Officers and developing individual work plans for each location within the area of responsibility.
- Monitored implementation of the work plans and reporting on the progress in implementation to Field Coordinator.

#### **Program Coordinator, ARK Group DMCC (2012 – 2014)**

- Led training for Syrian civil society activists, work with external trainers to improve course curricula, and support the effective administration of training courses.
- Acted as project assistant to the network manager, who will be the primary point of contact for the consultant.
- Planned, coordinated and executed all project ‘train and equip’ deliverables within the project

#### **NGO, CSO & Project Activity (Lebanon)**

- Feb – Jul 12 Field Officer – Advocacy Lebanon Civic Support Initiative (USAID/OTI)
- Jun 11 – Jan 12 - Assistant Project Coordinator: “Youth Can”
- Nov 10 – May 11 - Assistant Project Coordinator: “Their Rights are not a Threat”
- Jan – Jun 10 - Assistant Project Coordinator: “Youth Shadow Municipalities”
- Jan – Jun 09 - Field Officer: “The Other (2)” project
- Jun – Nov 08 - Trainer: “The Other (1)” project
- Oct 11 - Logistic Electoral Expert - Regional Arab Electoral Support to Tunisian Civil Society Organization for the 2011 Election in Tunis. Lebanese Association for Democratic Elections (LADE)
- Mar-Apr 10 - Coordinator Logistics (Lebanese Municipal Elections) (LADE)
- Jun 09 - Observation Mission, Lebanese parliamentary elections 2009 Support team.
- Nov 09 - Assistant Project Coordinator “Advocacy on Electoral Reform for a Sustainable Democracy in Lebanon”
- Aug 07 - Observation Mission, Lebanese Parliamentary Bi-Election Observation Team
- Dec 07 – May 08 Assistant Facilitator Conflict Resolution Programme
- Aug – Sep 07 Principal trainer – UNICEF, Aid Lebanon
- Aug 06 – Jul 07 Coordinator – Civic Education, Aid Lebanon
- Jul – Aug 06 Volunteer with the Civil Campaign for Relief

#### **EDUCATION**

2005 - 2008 BA, Business Management

**American University of Science and Technology (AUST)**

#### **PROFESSIONAL TRAININGS**

- Various in Job trainings on M&E, gender inclusion, safeguarding, conflict sensitivity and preventing sexual exploitation and abuse.
  - Digital Media Techniques, Thomson Reuters (June 2018)
  - PMD Pro for Project Managers (June 2017)
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### **GOOD GOVERNANCE EXPERT – NIZAR RAMMAL (FOR DEVELOPMENT)**

Nizar Rammal is a managing partner at For Development, c.c, a Lebanese civil company that provides consulting, resources production, and training services to the public sector and the local, regional and international nongovernmental organisations and UN agencies on advocacy and lobbying, community development and mobilization, strategic planning, management leadership, and facilitation and interactive training skills and tools. Nizar holds degrees in Community Mobilisation/Organisation from Saint Joseph University in Beirut and followed specialized courses on Conflict Transformation and Development at the Eastern Mennonite University in West Virginia. He is an accredited trainer for the American University of Beirut's Faculty of Public Health, as well as the Johns Hopkins University Regional Center for Communication.

#### **For Development, Managing Partner (2004 – Present)**

Select trainings delivered include:

- *The Partnering Project: Citizens and Leaders Finding Solutions Community Needs Assessment (NDI)* - Developed an informed curriculum and an agenda for training civil society organizations that provided participating CSOs with the capacity to conduct community needs assessments in Lebanon
  - *The Masters Card Program at the American University of Beirut: Life Skills Training and Coaching* - Developed the capacities of the 15 scholars of The MasterCard Foundation at AUB in the skills and tools needed to mobilize and communicate with communities and implemented a community intervention project
  - *Youth Citizenship Promotion Project (Search for Common Ground)* - Designed a sitcom kit discussion guide addressing facilitators and youth workers.
  - *Youth and Local Elections* - Designed and delivered training workshops aimed at empowering youth with the knowledge and skills that would allow them to run for municipal elections.
  - *Strengthening the Capacity of Local Leaders In the Three Unions of Municipalities Of Tyre, Bint Jbeil & Jabal Amel (UN Habitat)* – Delivered capacity building to 90 representatives of local elected leaders, municipal staff and community volunteers on the municipal legal framework and the respective role of local authorities in promoting participation in decision-making processes, administrative and financial management, strategic planning, and project design and fundraising
  - *Palestinian Active Youth (Pursue)* - Design and implement a series of training modules on: active citizenship, advocacy and lobbying within the Lebanese context; community mobilization, and group strategy development.
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### **LINA SAHMARANI HADDAD (CENTER FOR PROFESSIONAL MEDIATION)**

Lina Sahmarani Haddad has 20 years of professional experience working as a lawyer in Lebanon and is member of the Tripoli Bar. Lina has served on several committees in the Tripoli Bar and has been involved in

the formation of several community and legal committees to improve stability in the capital of North. Lina is also a professional mediator and has been heading the political and judiciary mediation committee at the Saint Joseph University in Beirut since 2017 working with representatives of various Lebanese political parties to reduce inter and intra tensions for improving the stability in Lebanon. Lina is a certified trainer and facilitator and has worked on several projects to promote non-violent communication.

**Practicing Lawyer, Haddad for Law, Lebanon (March 2003 – present)**

- Working with a group of lawyers on commercial and family cases in Lebanon.
- Supported the launching of a Legal services office in UAE and Qatar.

**Professional Mediator, USJ, Lebanon (2013 – Present)**

- Engaged through the Centre of Professional Mediation at the university saint joseph in promoting mediation as a mean of conflict mitigation.
- Led mediation interventions on family and commercial conflicts.
- Trained youth across Lebanon on non-violent communication and conflict mitigation

**Head of the Political Mediation and Judiciary Mediation Committee, USJ, Lebanon (Dec 2017 – Present)**

- Worked as part of a team to draft a law legalising mediation as a mean of conflict mitigation that was submitted to the Lebanese Parliament and passed in 2018.
- Trained representatives of various Lebanese political parties on political communication and mediation
- Led projects to promote political communication and participation among youth in Lebanon.

**Writer and Producer, Future TV, Lebanon (Oct 2006 – Oct 2008)**

- Writer and producer in Akhbar Al Sabah – Morning News (non-political morning TV-show). Two years of experience writing and producing live segments and running orders.

**PROFESSIONAL MEMBERSHIPS**

- Member of the Tripoli Bar Association
- Decider of the International Relations committee at Tripoli Bar Association (2016)
- Member of Rotary Club - Tripoli

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**PRODUCTION MANAGER - WALID FAKHREDDINE (4-PRODUCTIONS)**

**Summary of Experience:** Walid is a university professor, activist and former secretary general of the Lebanese Association for Democratic Elections, an elections expert, a film maker/producer and a media expert. Walid offers trainings and workshops related to media, outreach, media strategy, media, planning, media monitoring, branding, storytelling, lobbying and advocacy, campaigning, social media, strategic planning, electoral reform, and how it's used to engage with target audiences, in addition to social media strategies and how to generate increased engagement. As a film maker/producer he is knowledgeable in media and social media penetration, from producing/directing Films, theatrical plays, documentaries, media campaigns, TV series, TV drama, awareness campaigns, and more.

**PREVIOUS CAMPAIGNS:**

- **“Sar Wa2ta”** produced for NCLW and OMSWA funded by the EU in 2017, and which advocates for a women's quota in the electoral law in Lebanon,
- **“We will go back to school”** for UNRWA,

- **“Life Partner”** about implementing UN resolution 1325 in Syria, part of the 2016 Women on the Frontline project
- **“Yazidi women campaign”**, as well as **“Baladiyyik Ararik”** about women’s participation in local elections in 2016, for NCLW funded by EU,
- **“Baladiyyeh noss el balad”** calling for local elections, executed for the Lebanese Association for Democratic Elections (LADE) 2015,
- **“Ma32oul”** in 2016, calling for Women’s political participation in parliament as a voter and a candidate, for ACD and funded by MEPI.
- In addition, Walid produced a comedy series called UAE Taxi, which led to a viral video with over 3,500,000 views on YouTube

#### **Get Out the Vote Campaign, Take Action (2017 – 2018)**

- In partnership with Ark Group DMCC, Walid executed a highly successful nationwide Get Out the Vote campaign targeting Lebanese youth
- Content and campaign creation for billboards, videos, social media banners, and offline campaigns; including creation of highly resonant humorous content appealing to Lebanese youth

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### **MENTOR AND LOCAL PARTNER - KHOULOU KHAHIB (LOUDER)**

**8 years’ work experience in the field of human rights**, including training on the United Nations Mechanisms. In-depth specialty in the MENA context for comparative status of human rights treaties and laws as well their application.

**7 years’ work experience in the field of development**, including strengthening the work of NGOs, setting strategies for development in rural areas, and promoting human rights and social development through participatory anti-political and anti-religious approaches. Extensive experience in human rights education with emphasis on women’s rights and relevant international conventions. Legal consultant for human rights education in MENA region.

**7 years’ work experience in coordination and management** and/or project cycle management: as director of the Human rights Centre and cofounder of LOUDER association. Has managed different projects related to human rights and gender issues, setting actions plan and strategies to ensure the achievement of the results. Extensive experience as a project manager for projects in the human rights including the gender perspective.

**4 years of experience in the field of gender issues**: has worked with different CS delivering training on gender related issue (CEDAW, women rights); as university professor teaches human rights, where gender issues is tackled at a specialized level with gender sensitivity language.

**5 years’ experience in conducting needs assessments and design action plans**: skilled in SWOT analysis, collecting data (questionnaires, surveys, focus groups) and drafting methodology and action plan on the basis of the identified needs.

**3 years’ experience in designing training manuals related to Human Rights approaches in different sectors**: skilled in setting content designs/activities in participatory approaches.

**2 years’ experience in security sectors**: Teaching strategy at the Research and Strategic Studies at the Lebanese Army, Strategy consultant with the Human rights center at the ISF Lebanon,

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developing human Rights training curriculum for the internal Security forces in Lebanon.