

## 5.2 ARK Group DMCC CVs

### **Sarah Tosh – Project Director**

#### **Relevant Experience**

**January 2017 – Present**      **Programme Director and Business Development Lead (Previously Programme Manager), ARK Group DMCC, Amman, Jordan**

- Leading programme design and ensuring currency on latest sectoral thinking and research to develop innovative, effective programming.
- Overseeing implementation of ARK programming in the MENA region.

**September 2013 – December 2016**      **Programme Director, ARK Group DMCC, Istanbul, Turkey**

- Programme development and management of multiple projects across the Middle East and East Africa, with a focus on positive social change through capacity building for local communities, including marginalised populations.
- Oversaw and directly ran programming worth over \$6 million annually, all of which was delivered on time, and on budget (with full spend). All projects were able to demonstrate that they had achieved stated objectives and had recognisable impact in the target communities.

**July 2008 – September 2011 Director, Good Harbor Consulting Abu Dhabi, UAE**

- Working with Good Harbor chairman Dick Clarke, former US National Coordinator for Security and Counter-Terrorism, providing advice to the Crown Prince of Abu Dhabi.
- Project managed three high-profile, multi-million dollar projects, which aimed to increase safety and security in Abu Dhabi through the use of intelligent, innovative urban design and the integration of technology and discreet security architecture into the built environment.

**Feb 2006 – June 2008 Senior Research Analyst, Olive Group Dubai, UAE**

- Developed networks across the Middle East and North Africa to provide risk and corporate social responsibility guidance to clients looking to operate in high risk and hostile environments in the region.

**March 2005 – Jan 2006 Consultant, International Crisis Group Amman, Jordan**

- Researcher and principal author of report: 'Jordan's 9/11: Dealing with Jihadi Islamism' for policy think-tank International Crisis Group. The report involved extensive research across a range of actors in Jordan and Iraq, and the report's findings were briefed directly to the Royal Court.

**December 2004 – April 2005 Spokesperson - Iraq Vote 2005, IOM Erbil/Baghdad, Iraq**

- Media and strategic communications policy lead, working with senior management in Amman and Iraqi government representatives in Baghdad, as well as coordinating media operations across the Middle East and Asia.

**Feb 2004 – February 2005 Trainer/Editor, Institute of War and Peace Reporting, Sulymaniah, Iraq**

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- Training teams across Iraq to develop their core reporting and editorial skills and create an independent, high quality media sector in Iraq. Security situation in the country at the time involved a high level of conflict sensitivity to ensure that trainees did not put themselves at risk when reporting on challenging issues.

### **February 2002 – Jan 2004 Co-Managing Editor, The Palestine Israel Journal of Politics, Economics and Culture Israel/Palestinian Territories**

- Co-managing editor of a jointly Israeli-Palestinian quarterly focusing on conflict resolution. The journal was one of very few joint projects that had continued to function throughout the second Intifada and as a result, we convened and hosted a number of Track Two meetings, providing a quasi-neutral space for different groups to meet.

### **Education**

2018 – 2021 University College London, UK MSc Behaviour Change (Department of Psychology)

2017 PMDPro Project Management Certificate

1993 – 1998 University of St Andrews, UK. Master's Degree, Joint Honours, Modern Languages, 2:1

### **Languages**

Fluent French and Spanish, functional Arabic and Italian, basic Turkish and German.

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## **Joulia Bou Karroum – Project Manager**

### **Relevant experience**

#### **August 2018 – Present, HIVOS International, Gender Consultant**

- Conducts programme desk reviews and evaluations, participatory evaluations with internal and external actors, and organisational holistic gender evaluations towards adopting gender mainstreaming proper strategy
- Designs and conducts Gender Capacity Needs Assessment and Analysis and proposing short- and long-term Gender learning strategy

#### **2017 – Present, ARK Group DMCC and The Stabilisation Network DMCC, Gender Advisor, MENA**

- Leads the integration of gender sensitive programming elements in accordance with global best practices and donors' requirements
- Conducts gender assessments, reviews and audits to assess ways to continually target gender mainstreaming and gender equality in program related activities

#### **2017 ARK Group DMCC, Grants Manager for the Palestinian Youth Program, Lebanon**

- Supervised the activities of all grantees and providing programmatic direction and guidance for grants-making.
- Coordinated the Grants Selection Committee meetings, for the review and approval of grants applications any tender process

#### **2017 ARK Group DMCC, Gender Consultant and Trainer, Lebanon**

- Undertook a gender and conflict sensitivity audit of 8 lesson plans from the training curriculum for the LAF LBR, developing and producing an annotated audit report on the reviewed 8 lessons in terms of gender and conflict sensitivity, providing specific examples of perceived areas requiring improvement in the two specialty areas and make concrete suggestions

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- Designed a training module to be delivered to LAF LBR by RAG trainers to enhance their gender and conflict sensitivity awareness, developing and suggesting reading materials in English and Arabic, and developing associated exercises in English for in-class work

### **2015 ARK Group DMCC, Syria SGBV Programme Manager, Turkey and Syria**

- Oversaw the coordination and administration of all aspects of the programme including planning, organising, staffing, leading, and controlling program activities, and maintaining a day-to-day operational management of the programme implementation
- Spearheaded assessments to identify protection risks, map points of service for survivors of GBV and vulnerable individuals, and identifying points of entry and support structures for reinforcement; analysed trends of GBV and developed strategies to meet needs and development of ARK's strategy for women programming in Syria

### **2014 – 2015 ARK Group DMCC, Sharika (Female Partner) Programme Manager, Turkey and Syria**

- Oversaw the coordination and administration of all aspects of the programme including planning, organising, staffing, leading, and controlling program activities, and maintained a day-to-day operational management of the programme implementation
- Led assessments to identify women's participation in local social, political, and economic life in opposition-held, rural areas of north-western Syria, mapping on the existing initiatives, and identified points of entry and support structures for reinforcement, and development of ARK's strategy for women programming in Syria

### **2010 – 2014 Amnesty International, Human Rights Education Coordinator for the MENA Region, Lebanon**

- Formulated, designed, developed and implemented AI's Human Rights Education and capacity building work for the promotion and protection of human rights in the MENA and the Gulf

### **2009 – 2010 Friedrich Ebert Stiftung, Human Rights and Universal Periodic Review Consultant, Lebanon**

- Formulated and developed content of Training Series on Human Rights instruments and international mechanisms for Beirut Bar Association, for the training workshops on the UPR Stakeholder Report Writing, targeting Lebanese NGOs advocating Human Rights

### **2008 – 2010 Lebanese Association for Democratic Elections (LADE), Programmes Director, Lebanon**

- Oversaw the coordination and administration of all aspects of the implemented programmes including planning, organising, staffing, leading, and controlling program activities, and maintained day-to-day operational management of all projects and activities under LADEs programmes

### **2006 – 2008 Women in IT (WIT), Executive Director, Lebanon**

- Oversaw and led on the operational planning and management and maintained day-to-day operation of the organisation, including evaluation of the organisation's programmes and services

## **Education**

2017 – 2018 Professional Development Programme for Gender Trainers, Royal Tropical Institute – KIT, Netherlands

2003 – 2005 BA in Management of Civil Organisations, Université de Lille 3, France

2002 – 2003 BA Business Administration, Université Saint Esprit de Kaslik, Lebanon

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**Languages:** Arabic (Native), English (Fluent), French (Fluent), Spanish (Intermediate)

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### **Abed el Khattab – Project Coordinator**

#### **Relevant experience**

##### **Aug 2017 – Present, ARK Group DMCC, Get Out The Vote (GOTV) Project Manager**

- Provides continuous oversight of all project cycles and identifies need for adjustments and improvements of systems and processes to improve efficiency, optimal utilisation of resources and quality of deliverables
- Ensures regular interface, coordination and liaison with donors and clients to provide accurate, relevant and timely reporting on project implementation, impact and development opportunities
- Ensures that senior management are fully briefed and cognisant of the portfolio, including its key successes, challenges and opportunities for growth

##### **2016 – 2017 Democracy Reporting International (DRI) Lebanon, Project Coordinator**

- Project: “Setting an Agenda for Decentralization” – Local Governance in Lebanon’
- Led project implementation in close cooperation with local CSOs and the Head of the Municipal Federation in the different regions of Lebanon
- 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
- Identified key contacts in the field of decentralization and supported the Country Representative in outreach to key stakeholders including members of the consortium, representatives of civil society organizations, members of parliament and local government, academia and the media, and in coordinating briefings and meetings

##### **2015 – 2016 Adam Smith International (ASI) Jordan/Turkey, Area Manager**

- Tamkeen project “The Support to Emerging Local Governance in Syria”
- Managed Field Officers and Financial Officers within area of responsibility
- Liaised with Technical Team either directly or through the Field Coordinator to ensure Field Officers are informed about the project cycle and basic packages of services

##### **2014 Civil Campaign for Electoral Reform (CCER), Lebanon, Electoral Reform Consultant**

- Established & maintained a database of CCER members and their capabilities
- Documented and disseminated electoral reform related information
- Organized CCER events to present electoral reform findings and recommendations
- Produced draft materials that highlight the important role of CCER and the rights and obligations of its members
- Established a good contact with all NGOs in the regions

##### **2013 – 2014 ARK Group DMCC, Project Coordinator – Civil Defense Program (Syria)**

- Coordinated all project ‘train and equip’ deliverables within the project
- Ensured beneficiary identification and delivery of bio-data to USG for vetting in a timely manner

##### **2012 – 2013 ARK Group DMCC, Project Assistant to the Network Manager**

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- Led training for Syrian civil society activists, worked with external trainers to improve course curricula, and supported the effective administration of training courses
- Supported OSOS staff in producing needs assessment and mapping civil society groups and activist groups in Syria

### **2012 Lebanon Civic Support Initiative Field Officer – Advocacy**

- Proactively identified and conceptualized new activities to respond to the current political situation and Lebanon Civic Support Initiative's established program goals
- Organized regional meetings with grantees, focus groups, community leaders and members, as needed and in coordination with the advocacy team;
- Assisted ADS in coordinating and preparing After Action Reviews for each advocacy grant and Advocacy Booth Camp sessions

### **2011 Regional Arab Electoral Support to Tunisian Civil Society Organization for the 2011 Election in Tunis, Logistic Electoral expert**

- Prepared logistical plans for the operation and contingency plans
- Developed and implemented methodologies and tools to enable effective execution of logistic plans
- Developed and implemented logistics support policy, procedures and methodologies to the common benefit of all mission units.

### **2010 Coordinator Logistics (Municipal Elections)**

### **2010 Observation Mission, for the Lebanese Municipal elections 2010 Support team**

### **2009 Observation Mission, Lebanese parliamentary elections 2009 Support team**

### **2009 LADE, Assistant Project Coordinator for "Advocacy on Electoral Reform for a Sustainable Democracy in Lebanon"**

### **2007 Observation Mission, Lebanese Parliamentary Bi-Elections in North Meten**

**Languages:** Arabic (Native) and English (Fluent)

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## **Dr Lina Alameddine – Lead Advocacy and Outreach SME (PCDD)**

17 years of experience in the promotion of democracy and in efforts to strengthen civil society in the Middle East.

### **May 2007 – Present      Director - Partnership Center for Development & Democracy**

PCDD is an independent non-profit organization, founded in March 2007 and based in Beirut, Lebanon. PCDD specializes in advocacy and electoral campaigns. Through its technical expertise, consulting services, and capacity building programs, the Center provides assistance to marginalized groups and civil society organizations in Lebanon and the MENA region so that they can become active proponents of change in the public sphere.

- Manages her staff to work with civil society organisations to design and manage advocacy campaigns, conduct organizational assessments, develop and implement outreach strategies and organizational strategic plans, build networks, train trainers and manage educational systems

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- Established training programs and advocacy campaigns that have increased maternity pay and leave time for new mothers and was recognized by the World Justice Forum (2008) for her work to increase women's access to health-related information.

### **1997 – April 2017 – Advocacy, Elections, Strategic Planning, Gender Consultant**

#### **Feb 2008 – April 2013 – President Mobadiroon**

The organization provides civil society organizations in the Arab region with a range of consulting and various training services which are adapted according to the required outputs, trained with modern tools for all age groups and specialized fields of workers in the field of community development from various organizations and associations.

#### **Feb 2001 – Feb 2007 - Training Programme Manager National Democratic Institute (NDI)**

Trained political leaders and practitioners from civil society organizations throughout the Arab world.

MEPI Alumnae

#### **Education**

2013 – 2018 – St Joseph's University

PhD in Women Leadership entitled " Exploring Women's Leadership in Schools: Lebanese Female Principals' Leadership Practices in Public and Private Secondary Schools".

2001 – 2003 – Lebanese University

Master's degree in Educational Administration and Training Systems

1993 – 1996 – Lebanese University

Bachelor's degree in Educational Sciences

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### **Hayat Mirshad - FE-MALE – Media SME**

#### **Relevant Experience**

#### **Feb. 2014- ongoing Head of Communications and Campaigning at the Lebanese Women Democratic Gathering- RDFL**

Secular non-governmental organization established since 1976 and works to improve women's status and participation and empower them, and aims at achieving full equality between both sexes)

#### **2012- 2017 Freelance trainer specialized in women's rights, gender and media.**

Managing training workshops for youth and women from different backgrounds on the following topics: gender, GBV, advocacy, media, leadership and women rights. Worked with: BBC media action, Diakonia, UNFPA, Makhzoomi Foundation, Collective for Research and Training on Development- CRTDA, Lebanese Women Democratic Gathering-RDFL, YWCA, Fe-Male, ULDY, Women's Learning Partnership- WLP.

#### **January 2013- ongoing Head of Programs and co-founder at Fe-Male, Lebanese non-profit feminist collective.**

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- Content manager for the feminist news website Sharika wa Laken

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- Publications and productions:
- Manager of a national media campaign against child marriage in Lebanon entitled “#NotBefore18”,
- Supervised the production of a Code of Conduct between Media institutions/personnel and Women
- NGOs on gender-sensitive media coverage in conflict/post conflict situation. This COC was produced by Fe-Male and ABAAD with the support of the Embassy of Netherlands and will be launched by the end of January 2018.
- Currently working on the development of a toolkit on gender-sensitive media coverage in conflict/post conflict situation that would include issues related to how to conduct media interviews with GBV survivors, how to deal with trauma affected populations (namely women and children). This toolkit is produced by Fe-Male and ABAAD with the support of the Embassy of Netherlands.
- Produced a code of ethics about women’s image in Lebanese media and ads and a monitoring report for the year

**Dec.- Sept. 2017**                      **Project coordinator;** project implemented by RDFL in partnership with GIZ entitled “Gender mainstreaming approaches in local governance in Lebanon”.

**Nov. 2015- February 2016**                      Content Producer for a documentary about the pioneering feminist leader Wedad Shakhtoura entitled “Maseerat Nidal”.  
Content producer of a documentary entitled “Sexual violence: Testimonies for women survivors” produced by Fe-Male, RDFL and IM Swedish.

**Sept. 2014- June 2015**    **Content producer at OTV (Weekly talk show entitled “3al Makshooft”)**  
Case and guest coordinator and content manager at OTV  
Weekly social program with focus on women issues entitled “Men 7a2ek”

**Oct. 2011- Dec. 2014**    **Reporter at Lel Nasher**  
Weekly social talk show at Al Jadeed TV Production

**March. 2012- Jan. 2015**                      **Anchor and content producer at Sawt Al Shaab (Voice of People)**  
Program about women rights and issues named Sharika wa Laken, the first feminist radio program in Lebanon initiated and managed by me and another colleague

**March. 2013- March 2015**                      **Project coordinator for the "Women’s Response to the Arab Spring" project**  
Regional project financed by the EC and implemented in 5 Arab countries in partnership with Oxfam Novib

**2009-2013**                      **Project officer at Collective for Research and Training on Development- CRTDA**  
Non-governmental organization initiated in July 1999 and based in Beirut. Working on the following projects:

- Active Citizenship and Gendered Social Entitlements
- Independent Resource and Information Services unit

**2010-2012 Media Coordinator for the Lebanese Women right to nationality campaign.**

**Education**

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- Lebanese American University (LAU)- IWSAW  
Gender in Development and Humanitarian Assistance (GDHA) Diploma
  - Lebanese University- Faculty of Literature and Human sciences Bachelor in English Literature
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### **Hassan Kassem – Production Lead**

#### **Relevant experience**

##### **2015 - Present, ARK Group Head of Production Department / Production Manager**

- Manages ARK's network of stringers and producers across the Middle East
- Supervises and directs ARK's production team in Amman, Turkey, Yemen and Lebanon and the network of freelancers across Syria
- Delivers creative ideas for filming and production of media products
- Manages and provides training to active stringers in the field
- Liaises with governmental clients regarding status of projects
- Provides creative direction and oversight of all ARK production campaigns
- Manages ARK network with TV Channels and media outlets across the Middle East

##### **2013 – 2015 ARK Group DMCC, Communications and Production Manager, Istanbul**

- Managed ARK Communications and Production team in Istanbul and Gaziantep, as well as stringers across Syria
- Led production for long documentaries and animations
- Implemented new networks of stringers and media producers

##### **2008 – 2013, Future TV, Al Jazeera, TV producer (freelancer/contractor), Lebanon**

- Produced popular TV shows in different formats, including a weekly talk show Nas w NAS, and "Corruption in Lebanon" for "Taht al Mijhar", a weekly series on Al Jazeera

##### **2008 - 2009 Nahr al-Bared Civil Advocacy Committee, Executive Producer**

- Produced and wrote a 23-minute documentary for the civil advocacy committee for Nahr al-Bared Palestinian refugee camp, funded by Oxfam Quebec
- Acted as Executive Producer and Writer for a 17-minute documentary on the campaign for the right to work for Palestinian refugees in Lebanon, funded by Christian Aid and Diakonia

##### **2006 – 2008 Future TV, Writer and Producer, Lebanon**

- Wrote and produced content for Akhbar Al Sabah – Morning News (non-political morning TV-show)

##### **2005 Arab Cultural Centre Brussels, Belgium**

- Organised public and cultural events, wrote for monthly magazine, taught and translated Arabic

#### **Education**

2005 BA in Computer Science, Université Libre de Bruxelles, Belgium

**Languages:** Arabic (Native), English (Fluezn't), French (Fluent)



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