

We offer a team with a unique combination of strengths, combining technical practitioners and civic engagement and inclusive governance experts with a balance of international experience and local know-how to ensure that the project meets its objectives.

<b>Project Director</b> <ul style="list-style-type: none"> <li>• PhD post-conflict peacebuilding, focus on civil society</li> <li>• Fluent in French</li> <li>• WYG Director, part of corporate Senior Management Team</li> <li>• Experienced Programme Director for CSSF, 2 years engaged as PD for CSSF Morocco project</li> <li>• 20 years international development experience</li> </ul>	<b>Dr Jennifer Tangney</b> <p><i>Jennifer leads the WYG Migration Partners initiative for the delivery of integrated approaches to migration challenges globally. Jennifer is familiar with CSSF requirements and is the <b>Project Director for the CSSF “Project DAAM” in Morocco</b>, which is now enjoying its second extension and delivering strong results in support of civil society and research.</i></p> <p><b>Jennifer will:</b> draw on all resources of the company in support of project delivery - from access to our extensive pool of short-term experts to mobilising in-house staff from our MEL and Infrastructure Divisions. She will further offer technical and strategic support to the team as required drawing on her peace-building and civil society experience.</p>
<b>Programme Manager</b> <ul style="list-style-type: none"> <li>• MA in Near and Middle Eastern Studies, University of Amsterdam, The Netherlands, 2011-2012</li> <li>• Government Resilience Programme in Lebanon for VNG</li> <li>• Intermediate fluency in Arabic</li> </ul>	<b>Jarik Stollenga</b> <p><i><b>Jarik Stollenga</b> has 4 years of experience in the design, oversight, delivery and management of development programmes supporting transparent &amp; accountable local governance, local community building and fostering relationships between local and national level governments in Lebanon and the Palestinian Territories.</i></p> <p><b>Jarik will:</b> ensure sound and effective programme management of the project and will ensure that the programme quickly and effectively mobilises.</p>
<b>Programme Coordinator</b> <ul style="list-style-type: none"> <li>• Over 20 years of experience in project management</li> <li>• Fluent speaker in Arabic, English and French</li> <li>• Project Coordinator for VNG International implemented LOGORep;</li> </ul>	<b>Malaz H. Kawass</b> <p><i><b>Malaz Kawaas</b> has worked 20+ years of experience in programme management and has held various posts with a number of reputable international NGOs, private sector and international agencies. With VNG International, Malaz had the chance to <b>work with municipalities and their respective Federations in the area of West Beqaa’ as a Project Coordinator for Local Government Resilience Programme (LOGORep).</b></i></p> <p><b>Malaz will:</b> ensure effective planning and monitoring of project and coordinate the implementation of activities, and liaise with beneficiaries and stakeholders, including elected officials.</p>
<b>Governance Expert</b> <ul style="list-style-type: none"> <li>• Doctor of Philosophy in Sociology, summa cum laude, École des hautes études en sciences sociales, Paris, France (EHESS) [09/2008 – 11/2013]</li> <li>• Master of Arts in Social Science, EHESS, Paris, France [09/2006 – 09/2008]</li> <li>• 9+ years of experience</li> </ul>	<b>André Sleiman</b> <p><i><b>André Sleiman</b> is a <b>Senior Governance Expert</b> who has been working extensively in Lebanon and the Middle East since 2011 on public policy issues with international organisations such as UNDP, USAID, Konrad-Adenauer-Stiftung and VNG International. He currently serves as the Country Representative of Democracy Reporting International (DRI) in Lebanon, a Berlin-based organisation focusing on electoral reform, local governance and citizen participation.</i></p> <p><b>Andre will:</b> serve as our inclusive governance advisor for the programme, inputting and assisting in the delivery of all governance-related activities and deliverables.</p>
<b>European Municipal Expert</b> <ul style="list-style-type: none"> <li>• MA in Public Administration, Free University of Amsterdam, 1987 – 1993</li> <li>• 25+ years of experience in municipal development</li> <li>• First to pioneer the Political Marketplace concept in Amsterdam</li> <li>• VNG consultant</li> </ul>	<b>Jaap Meindersma</b> <p><i><b>Jaap Meindersma</b> is a <b>Senior European Municipal Expert</b>. He was a city director of Almere where he engaged stakeholders in the municipal sector, liaising with citizens, citizen groups, private sector, regional and national policy makers, and municipal staff and officials. He has significant experience in bridging the gap between governments and citizens. As a local district-councillor, <b>he was the first to pioneer the Political Marketplace concept in the city of Amsterdam</b>. He has consulted for VNG International in Lebanon in the past three years, building his understanding of the Lebanese local government sector and its challenges.</i></p> <p><b>Jaap will:</b> lead on the Political Marketplace component and serve as an advisor to FoMs in setting up the Political Marketplace.</p>
<b>Civic Engagement Expert</b> <ul style="list-style-type: none"> <li>• Communication Arts Studies – Saint Joseph University (USJ – IESAV) – 1988 – 1990</li> </ul>	<b>Richard Bteich</b> <p><i><b>Richard Bteich</b> is a professional with <b>24 years’ experience in the fields of development projects management, organizational development for non-profits, civic and community engagement, advocacy and lobbying</b>. He is currently</i></p>

<ul style="list-style-type: none"> <li>• 24+ years of professional experience in development</li> </ul>	<b>Managing partner and Senior Consultant</b> at “Centre for Active Citizenship” (CAC) – Lebanon, (Current, since 2009). <b>Richard will:</b> lead the civic engagement component and serve as an advisor to FoMs in rolling out political and civic engagement activities.
<b>Communications Expert</b>	<b>Joseph Sokhon</b>
<ul style="list-style-type: none"> <li>• MAS in Political Science, Lebanese University, Lebanon, 2013-2014</li> <li>• 7+ years of experience in communications, research and management of peace-building, democratic governance and capacity-building projects targeting local and national governments and NGOs.</li> </ul>	<p><b>Joseph Sokhon works, as a DRI Programme Associate Communications, funded by the Federal Foreign Office of Germany.</b> He leads in the development and coordination of DRI's communication and awareness campaign on local governance and decentralisation, including developing DRI's communication strategies and tools, and managing social media accounts.</p> <p><b>Joseph will:</b> lead on all communications-related activities for the project and on the formulation and implementation of the communication and visibility strategy.</p>

### Short-term Experts from WYG, VNG and DRI pool to support project delivery

**WYG has a capability mix of particular relevance to this project** in that we deliver “soft” services such as political economy analysis, governance, youth empowerment, gender mainstreaming, MEL, civil society capacity building, etc. (e.g. CSSF Project DAAM in Morocco supporting civil society research and advocacy). **VNG is the consultancy arm of the Dutch Association of Municipalities** and is able to draw on a range of municipal experts from the Netherlands to support the delivery of this project, and planning/methodologies for community engagement in Lebanon. VNG has previously mobilised experts in Lebanon in support of its £9m LOGORep project with positive impact reported. DRI will also make available its pool of experts are well experienced in enhancing democratic governance in Lebanon.

### Relevant expertise and skills of our nominated sub-contractors

VNG brings **expertise in local governance** fields such as strengthening accountability, supporting management systems, citizen engagement, local governance and municipal development. This breadth of capacity will invaluable to ensure that **youth development opportunities are embedded in local systems** where the “hearts and minds” of young people are won through municipal youth structures that empower young people to engage in decision-making processes. The consortium will provide five staff, local operational support, and short-term experts. WYG will provide high-quality project management services and will provide back-stopping to the project team. DRI will bring its whole systems approach to local governance and youth development and will support capacity-building for FoMs in effective citizen and youth engagement.

### Managing uplifts and downsizing of staff

We will provide an adaptive and responsive approach to staffing, with a platform that can be rapidly scaled up and down based on circumstances and needs, whilst ensuring continuity of service delivery. We will **forecast uplifts and down-sizing** through monthly revalidation of workplan resourcing, complemented by real-time analysis of the operating environment, to allow the core team to perform effectively when programmed changes in resources occur. We will **manage uplifts** through our professional resourcing team; our database of 30,000 experts and access to local networks in Lebanon through 3 recent projects will facilitate rapid deployment of high-quality technical expertise, characterised by trusted staff who have worked for us previously, and know what to expect. To manage **down-sizing** we will utilise in-house staff where possible to provide continuity and flexibility; Associates will be issued with contracts with provision for periods of low activity, and, where possible, during such periods of low activity we will rotate Associates across to other similar projects within our portfolio, to mitigate risk of turnover.

### Management structures to oversee the project team and other resources

We provide rigorous oversight of our project teams and resources through dedicated Project Management Committees (PMCs), comprising a WYG Project, Contract, and Legal Director. PMCs assess the extent to which project staff/consultants/subcontractors (SCCs) are delivering excellent quality, in a timely way, with Value for Money (VfM) maximised in a fully transparent manner. Supported by WYG corporate Project, Compliance, HR, and Finance Managers, the PMC model ensures that WYG's management policies, procedures, and tools are enforced to guide all SCCs in project delivery. This includes holding SCCs to the **highest standards of professional and ethical behaviour** in alignment with **the FCO's Supplier Code of Conduct**. We commit to comply to the highest level of compliance (Compliance Level 1) in project delivery. WYG commits to the **fair and equal treatment of all SCCs**, including clarity in contractual arrangements, clearly managed expectations, and fair and timely pay. We issue **performance-based, project-level contracts** to all consultants and sub-contractors, which clearly set out what is expected in the form of a detailed ToR and key deliverables, the fees and allowances agreed, and the performance management measures in place. We complete informal and formal review sessions and set goals for future performance/development. We work closely with sub-contractors, providing continuous feedback on their performance as we do with our own staff. Our commitment to ethical business is enshrined in our **Ethics Policy** which is **contractually binding on all project SCCs**. Our corporate policies and project contracts address the **Supplier Code of Conduct** and oblige compliance with applicable UK/overseas laws, statutes, and regulations relating to fraud, anti-bribery/corruption, and anti-slavery /human trafficking. These are clearly referenced in project Standard Operating Procedures and are supported by our **Whistleblowing Charter** which provides detailed guidance on, and the mechanisms for, confidential reporting of malpractice by project teams. We provide **anti-bribery/corruption training** to SCCs on a case-by-case basis.

**All nominated personnel are available to provide the required services for the duration of the contract.**

### Project Director : Jennifer Tangney

<b>Current Employer:</b>	WYG
<b>Qualifications:</b>	<b>PhD in Peace and Development</b> , University College Limerick, Ireland, 1999-2002 MA in Peace and Development Studies, University College Limerick, Ireland, 1998-1999 BA in European Studies, University College Cork, Ireland, 1994 - 1998
<b>Selected Country Experience:</b>	Morocco, Ethiopia, Rwanda, Kenya, Uganda, Somalia, South Africa, Lesotho, Malawi, Tanzania, Fiji, Zimbabwe.
<b>Languages</b>	English (mother tongue), French (Fluent), Spanish (Intermediate)

#### Summary of Experience:

**Jennifer Tangney** has 17 years of success in the oversight, delivery and **management of development programmes supporting peacebuilding, democratisation, accountability, governance and capacity building** of national, regional and local governments and Non-State Actors (NSAs). Jennifer offers a unique perspective through her understanding of donor requirements, government expectations, the challenges of delivery at the local level and, perhaps most importantly, through her vast experience working directly with authorities at all levels in a variety of challenging socio-economic and political contexts.

Jennifer supervises, as **WYG Project Director**, major donor funded initiatives and manages contractual matters as well as donor relationship, including most recently in CSSF Morocco Support to Civil Society Organisational Development. She is former **Programme Manager** for Human Rights and Governance contracted by the EU Delegation to **manage the implementation of €77m** of EU funds.

Jennifer is currently the WYG Business Development Director supervising tendering and implementation of a range of projects and programmes for FCA, DFID, World Bank and the EU.

#### Selected Recent Project Experience:

- **Business Development Director / East Africa Director / Associate Director, WYG:** Jennifer has joined WYG Business Development team in 2015 progressing from Associate Director to taking responsibility for WYG operations in East Africa and now manages overall WYG business development efforts worldwide. She is responsible for the management of WYG business development strategy and operations. She has established fit-for-purpose BD systems to strengthen oversight, coordination and compliance. Most importantly her role involves **key client relationship management**, including **FCO, DFID, EU** as well as **technical support to governance projects**.

She has been **Project Director** of several major initiatives implemented by WYG, including:

- CSSF Morocco Support to Civil Society Organisational Development
- **EU Funded Zanzibar Non-State Actors Support Programme – strengthening civil society to deliver better services and to engage in policy dialogue and monitoring of government delivery**
- EU Trust Fund for Africa funded BORESHA programme supporting host communities and migrants in Ethiopia, Somalia and Kenya to reduce tensions and strengthen resilience
- Danica Durable Solutions Programme in Somalia supporting host and returnee communities to strengthen resilience and catalyse economic development

Jennifer plays a lead role as **Coordinator of Migration Partners Initiative** (EU Trust Fund, estimated value of €10m) - a collaboration between WYG, Danish Refugee Council, VNG International, GOPA and the Mixed Migration Centre to take a more holistic approach to projects that address the root causes of migration and offer durable solutions for returnees and host communities. It is a market-leading initiative in that enables development solutions even in humanitarian contexts – bridging the gap between relief, rehabilitation and development.

- **Technical Advisor, WYG: The Dialogue Facility** (EC) aimed to facilitate the implementation of priority aspects of the Strategic Partnership Action Plan by providing a range of technical cooperation services and seed money mainly to encourage new areas of co-operation. Jennifer supported the South African government departments to engage in policy dialogue with the EU institutions, EU member states and trilaterally with other countries across some 20 thematic areas included in the South Africa-EU Strategic Partnership Agreement. She facilitated joint projects with member state and EU funds, negotiated budgets and conditions, was responsible for the development of Implementation Plan (detailed strategy and budget) for overall programme and implementation of services through procurement of consultants, supplies, logistics. Jennifer provided hands-on mentoring and TA to actors to support policy dialogue and networking, as well as training on EU grant and procurement methodologies. She was responsible for reporting on progress against indicators to Programme Steering Committee and recording good practice examples, participated in EU meetings, developed and supported policy research with best practice examples from the EU and input from international experts, developed an EU-based network of contacts from across member state national government departments, EU institutions and civil society as a means of ensuring optimal knowledge sharing and input to SA policy dialogue, and created an informal South Africa-EU civil society platform to strengthen awareness and understanding of the strategic partnership agreement. South Africa, 12/2010 – 02/2015;



- **Technical Assistant: Local Government and Non-State Actors Programme (EC)** aiming to enhance the Non-State Actors (NSA) and local government authorities' role and capacity for greater involvement and effective participation in the sustainable and integrated development process and to reinforce dialogue, interaction and cooperation between state actors, local governments and NSA at all levels of the decision-making process in the context of decentralisation. Jennifer provided mentoring and support to the development of a multi-actor platform comprised of labour, business platforms, professional associations and NGOs. She supported the good governance initiatives and facilitated meetings between the EU and civil society actors to look at programming issues under the EDF. Jennifer supported the development of the PMU staff capacity to implement a Call for Proposals Lesotho. 10/2010 – 03/2011 and 04-10/2009;
- Researcher, CIDA: Landscape Study for the **creation of a support mechanism for media and civil society engagement in the African Peer Review Mechanism**. Jennifer independently planned and implemented research across several African countries (Ethiopia, Ghana, Kenya, South Africa and Tanzania). She proposed programmatic solutions and navigated effectively within a highly political area. Regional. 10/2009 – 03/2010;
- **Assessor: Technical Assistance Unit for the Civil Society Fund (EC)** aiming to increase NSA dialogue with their constituencies with government and amongst themselves and also to increase **NSA capacity to actively participate in the national development process and improve governance and democracy**. The Fund financed NSA projects which were selected through calls for proposals. Jennifer assessed grant applications in the areas of democracy, capacity building of civil society actors, human rights, good governance, trained short-listed applicants on how to complete full proposals and on the requirements of the grant contract should they win, and provided specific support on logframe approach. Ethiopia. 02/2010 and 02/2009;
- **Technical Advisor: EU Capacity Building on Non-State Actors Programme** aiming to support Malawian NSAs to effectively engage with government, donor agencies and local communities in development co-operation policies and programmes. The programme sought to build the capacities and skills of NSAs to deliver effective services to local communities and to independently define their own advocacy agendas. Jennifer provided TA in the development, management and monitoring of Programme Estimates, identification of societal needs to be supported through grants, development of systems and implementing training on EC procedures, design of Call for Proposals and Guidelines, assessment of applications and administration of grant contracts. She supported NSAs in applying for funds with conceptualisation and budgeting. She was responsible for recruitment and oversight of short-term experts, development of a monitoring strategy and refinement of indicators at programme level, day-to-day management of PMU, gender and HIV/Aids mainstreaming. She also participated in regular meetings with EU and member states to provide feedback on progress, strengthen coordination and offer advice on key needs on the ground. Malawi. 09/2007 – 01/2009;
- **Technical Assistant: Technical Assistance Unit for the Civil Society Fund (EC)** aiming to increase civil society's **dialogue with constituencies and with government and also to increase capacity to actively participate in the national development process and improve governance and democracy**. Jennifer was contracted to set up and lead all aspects of the Civil Society Funds' administration and management, including: programme management and reporting to EU Delegation, development of systems and staff recruitment/training on EC procedures, needs analysis and identification of civil society actors, design of Call for Proposals and Guidelines to strengthen governance, human rights, capacity of civil society actors to engage in development, etc. She supported the Cotonou Task Force platform (professional associations, business platforms, labour and international and local NGOs) to represent civil society's voice at national regional levels. She was responsible for the recruitment and oversight of short-term experts and consultants, assessment of Applications and administration of grant contracts (monitoring, evaluation, payments, etc.), donor and civil society liaison/networking, and preparation of reports and notes for the EU Ambassador and member states on the key human rights and civil society challenges. Ethiopia. 01/2006 – 09/2007;
- **Programme Manager for Human Rights and Governance:** Jennifer was contracted by the EU Delegation in South Africa to manage all stages PCM (identification, design, implementation, monitoring, review, evaluation) and **supervise implementation of €77m of EU funds** in projects: Foundation for Human Rights; Network of Trauma Service Providers; Legislature Support Programme; Civil Society Advocacy Programme; Trafficking of Women and Children; Orphans and Vulnerable Children; Decentralised budget line NGO projects. She represented EC at major events, undertook speech writing for HoD, facilitated and chaired workshops on EC rules. She reported on human rights situation in SA and the region, ad hoc reporting on relevant issues to HQ and stakeholders. She was member of internal quality support group for programmes being developed and was EC Gender Focal Point. South Africa. 10/2002 – 01/2006;
- **Projects Director: VOICE – NGO Network.** Jennifer managed the externally funded programmes of the network such as the ECHO funded: "Improving the Quality of Humanitarian Aid in Conflict Situations: Training for Good Practice". She drafted policy and information pieces for EU institutions and members on topical humanitarian emergency issues (LRRD, conflict and aid, etc.) following consultation of network members. 05/2000 – 09/2002.

**All nominated personnel are available to provide the required services for the duration of the contract.**

**Project Manager : Jarik Stollenga**

<b>Current Employer:</b>	VNG International
<b>Qualifications:</b>	MA in Near and Middle Eastern Studies, University of Amsterdam, The Netherlands, 2011-2012 MA in Journalism Studies, University of Groningen, The Netherlands 2009-2011 BA in History, University of Groningen, The Netherlands, 2006-2009 Ba in Languages and Cultures of the Near- and Middle East, 2005-2009
<b>Selected Country Experience:</b>	Lebanon, Palestinian Territories,
<b>Languages</b>	Dutch (mother tongue), English (Fluent), Arabic (Intermediate), German (Intermediate), French (Intermediate)

**Summary of Experience:**

**Jarik Stollenga** has 4 years of experiencing in the design, oversight, delivery and **management of development programmes** supporting **transparent & accountable local governance, local community building and fostering relationships between local and national level governments** in Lebanon and the Palestinian Territories. In addition, through his direct cooperation with many Dutch and other European municipalities and related organizations, he has a broad municipal network and overview of recent municipal innovations in the sphere **of citizen engagement and community communication**.

In addition to his experience in Lebanon and the Palestinian Territories, Jarik has studied and lived in several Middle-Eastern countries, including Egypt and Syria. Through his deep understanding of Middle-Eastern cultural and (local) political contexts in general and Lebanese specifically, he understands the unique day-to-day challenges that the municipalities face in fragile environments with long histories of violent conflict, corruption-prone conflict resolution, and most of all limited means and capacities, as their mayors try to represent and service their citizens.

Since joining VNG International, Jarik has been managing several capacity building municipal programmes in the region, including the recently completed €4,5 Local Government Resilience Programme in Lebanon contacted by the Netherlands Ministry of Foreign Affairs, focusing on donor relations, contract management, intervention design, quality management, and team management of a multifunctional, multicultural team of 10 fixed and roughly 30 flexible positions.

**Selected Recent Project Experience:**

• **Account Manager for Lebanon and The Palestinian Territories**

Identify expansion opportunities for local government support. Focus on Circular Local Economic Development and decentralization of WASH, Solid Waste Management & Recycling. Develop results frameworks and programme proposals.

The Netherlands, Palestinian Territories, Lebanon. 2019-current.

• **Programme Manager for Inclusive Decisions at Local Level in Palestinian Territories**

Design programme interventions and strategy. Oversee Country Team Development. Supervise project staff members in the Netherlands. Management of donor relationships and contracts. Management of project finances. Responsible for delivery of programme results: Focus on sustainable job growth, especially for women and youth, on the West Bank. Support 15 municipalities on the West Bank with their Local Economic Development practices: Setting up advisory entrepreneurship councils, stimulating (M)SMEs and improving the general local business climate. Contracted by the Netherlands Ministry of Foreign Affairs.

The Netherlands, Palestinian Territories. 01/2017-current.

• **Programme Manager for Local Government Resilience Programme in Lebanon**

Design programme interventions and strategy. Supervise full-time staff of seven in The Netherlands and Almere, as well as management of over thirty additional recurrent expert and coordination positions. Responsible for maintaining contracting authority and European municipal relationships, including with high-level elected officials. Management of relationships with Lebanese elected officials, including FoM presidents and ministers from line-ministries. Management of all finances, including supervision of procurement of SWM-Recycling & urban redevelopment infrastructure. Responsible for delivery of programme results: Objective to alleviate social tensions between Syrians and Lebanese in urban areas with large groups of Syrian refugees and significant contention over

public services and spaces. Focus on supporting municipalities and Unions/Federations of Municipalities in the Beqaa' on economic development strategies; on pre-sorting & recycling household solid waste; on water waste; on public spaces & parks. Contracted by the Netherlands Ministry of Foreign Affairs.

The Netherlands, Lebanon. 08/2015-03/2019.

- **Programme Manager for Local Government Capacity Programme Local Government Capacity Programme in Palestinian Territories**

Responsible for relationships with beneficiaries in Palestine, including elected local and national officials. Organized several capacity building interventions in the Netherlands and oversaw implementation of activities by staff members in Palestine. Recruited consultants and provided contract management support. Contributed to the delivery of programme results: Focus on supporting 13 municipalities on the West Bank with their Local Economic Development ambitions. Stimulated entrepreneurship in their communities & identified and marketed local and regional strengths. Funded by Netherlands Ministry of Foreign Affairs.

The Netherlands, Palestinian Territories. 07/2015-12/2016.

**All nominated personnel are available to provide the required services for the duration of the contract.**

Project Coordinator: Malaz H. Kawass	
<b>Current Employer:</b>	VNG International
<b>Qualifications:</b>	MA in Educational Administration & Leadership, Lebanese University, Faculty Education, Beirut (1999) BA in Education, Lebanese American University (LAU), Dep. of Education, Beirut (July 1994)
<b>Selected Country Experience:</b>	Lebanon
<b>Languages</b>	Arabic (mother tongue), English (fluent), and French (fluent)
<b>Summary of Experience:</b>	
<p>In alignment with her uninterrupted working years in management, Malaz grew knowledge, skills, attitudes and behaviours across different posts she held in NGOs (educational, environmental &amp; social), in private sector (Educational, Health care and Industry Management) as well as International Agencies.</p> <p>With VNG International, Malaz had the chance to work with Municipalities and their respective Federations in the area of West Beqaa' as a <b>Project Coordinator</b> for <i>Local Government Resilience Programme (LOGOReP)</i>. Her key responsibilities were to follow up the <b>planning and monitoring</b> of project and <b>ensure the implementation and coordination</b> of the activities, and liaise with beneficiaries and stakeholders, including <b>elected officials</b>.</p> <p>At <i>Knowledge &amp; Life Holding</i>, She contributed in project planning and provided data based interventions that redirected the projects pathways in the following fields: Educational and Health care. She has demonstrated abilities in <b>stakeholder management</b>, sub-contractors and subsidiaries (20+). She drafted progress reports (quarterly), monitored budget &amp; legal projects' schedules and adjustments.</p> <p>At the Educational Department of the <i>Rafik Hariri Foundation</i> (NGO), she <b>coordinated and taught skills</b> allowed her to perform as <b>Head of Measurements</b> and follow up on 3 schools.</p> <p>In parallel to all of the above mentioned experiences, she volunteered in an environmental NGO; <i>Green Line Association</i>, where she participated and managed different projects and committees at several working post levels; planning and organizing workshops and conferences, writing proposals for funding and narrative reports, as well as designing policies and procedures.</p> <p>In addition, she contributed in report writing for Projects conducted by <i>Makassed Communal Healthcare Bureau</i> (NGO).</p>	
<b>Selected Recent Project Experience:</b>	
<ul style="list-style-type: none"> <li>• Solid Waste Management Project- (<i>LOGOReP</i>), Manara and Aitanit Municipalities, West Bekaa-Lebanon: Sorting at source value chain project; community participation, awareness for inhabitants and school students, capacity building for actors, procurement of equipment and building the waste venue</li> <li>• Urban planning Project- Kawkaba Municipality: Redevelopment of the Municipality square and setting 2 playgrounds for Lebanese and Syrian children.</li> <li>• Urban Planning Project-Ghazze Municipality: Redevelopment of the Public park of the Ghazze Village that caters Inhabitants and refugees.</li> <li>• Implementation and training staff on GIS system at Buhaira Union of Municipalities</li> <li>• Tourism Strategy for Rachaya Municipality</li> <li>• Community Health Project- Akkar: A project between Child of Lebanon and Makassed Association to improve the Health Conditions of Children in Akkar-Lebanon and more specifically in El Mhamara and Wadi El Jamous villages</li> <li>• My neighbourhood's tales: A set of activities to "Capacity Building in mediation and Conflict Resolution" in collaboration with Peace Initiatives</li> </ul>	

- Safe and Friendly Cities for All:

Baseline study: Safety and Security in Sabra and Tamlees, in collaboration with UNICEF, Municipality of Beirut, UN-Habitat and World Vision International

- Marble and Cement Production:

Worked on restructuring the organigram of the company and the job description for the employees.



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Governance Advisor : André Sleiman	
<b>Current Employer:</b>	DRI
<b>Qualifications:</b>	<p>Doctor of Philosophy in Sociology, <i>summa cum laude</i>, <i>École des hautes études en sciences sociales, Paris, France (EHESS)</i> [09/2008 – 11/2013]</p> <p>Master of Arts in Social Science, EHESS, Paris, France [09/2006 – 09/2008]</p> <p>Bachelor of Arts in Sociology and Anthropology</p> <p>L2 in Economics, Saint Joseph University [09/2002 – 09/2006], Beirut, Lebanon</p> <p>General Baccalaureate, major in Economics Grand Lycée Franco-Libanais, Beirut, Lebanon [1987 – 2002]</p>
<b>Selected Country Experience:</b>	Lebanon, MENA, Germany, Italy, France, The Netherlands, UK
<b>Languages</b>	Arabic (mother tongue), French (fluent), English (fluent), German (fluent), Italian (intermediate)
<b>Summary of Experience:</b>	
<p>A <b>Senior Governance Expert</b>, André Sleiman has been working extensively since 2011 on public policy issues in Lebanon and the Middle East with international organisations such as UNDP, USAID, Konrad-Adenauer-Stiftung and VNG International. He currently serves as the Country Representative of Democracy Reporting International (DRI) in Lebanon, a Berlin-based organisation focusing on electoral reform, local governance and citizen participation. During his 9+ years of experience, he has assumed several managerial and team leader positions in projects funded by the German Foreign Office, the German Federal Ministry for Economic Cooperation and Development and the Swedish Government. He has accompanied decentralised cooperation programmes, institutional capacity assessments, per-sector assessments of public services, and public policy programming. André Sleiman holds a PhD in Sociology from EHESS/Paris (2013). Between 2014 and 2017, he was a lecturer in Sociology at Notre Dame University (NDU) – Louaize and the Lebanese American University (LAU). André has extensive expertise in governance, public policy, decentralisation and local governance, public service planning and implementation in Lebanon.</p>	
<b>Selected Recent Project Experience:</b>	
<ul style="list-style-type: none"> <li> <b>Country Representative, DRI:</b> André joined DRI in 2016 and is currently leading a multi-project portfolio on decentralisation and local governance in all the regions of Lebanon. This includes: <ul style="list-style-type: none"> <li>Co-designing and leading country-wide qualitative and quantitative surveys of local authorities and government administrations examining the governance aspects of solid waste management, security, transparency and citizen participation.</li> <li>Supervising the provision of legal expertise to the Parliamentary Sub-Committee that is currently discussing the Administrative Decentralisation Bill.</li> <li>Co-leading an awareness &amp; policy advocacy campaign around local governance reform in Lebanon in key sectors of public service delivery.</li> <li>Key Technical Advisor for sector-related governance issues (SWM, water, wastewater, etc.) for the IKKN German-Lebanese decentralised cooperation programme.</li> <li>Contributing to DRI's Organisational Development to set up and improve internal systems.</li> <li>Supervising and co-drafting DRI publications and communications materials.</li> <li>Senior Governance Expert for Reslog project; co-leading a competence development programme for local authorities in Akkar. 12/2016 – present</li> </ul> </li> <li> <b>Country Representative, Setting an agenda for Decentralisation, German Federal Foreign Office</b> <p>André coordinates and is the technical lead for DRI's GMFA funded project which works with Lebanese civil society organisations and public officials to promote local governance in line with good governance principles. Continuing from Phase I (2016–2017), the project aims to reinforce effective cooperation between national and local governments and create platforms for coordination and exchange between citizens and local and national authorities. André works closely with a consortium of Lebanese civil society organisations – Al-Idara bi-Mahalla – and cooperates with academics, think tanks and decentralisation practitioners. Through seeking to improve public service provision in Lebanon, the project aims at 1) promoting efficient, transparent and accountable decentralisation, 2) enhancing social peace through promoting an improved public service delivery to the residents of Lebanon, and 3) strengthening political participation and inclusion through an increased interaction between civil society and local authorities in the local public policy-making aiming at the coproduction of good governance and local development. André lead the coordination of a country-wide assessment of public service delivery in three sectors (solid waste management, security, and citizen participation/inclusion) at the central government level and the municipal level (11 ministries and 20% of Lebanon's municipalities). He frequently presents at Awareness Raising Sessions (ARS) with public authorities and civil society organisations (including youth and women-led civil society groups). He has built strong relationships with key public stakeholders at the</p> </li> </ul>	

national and local level and is coordinating supporting the parliamentary committee of Administration and Justice with technical and legal expertise on their deliberations of the decentralisation bill discussed in the Lebanese parliament. 2016 – 2017 €473,284, 2018 – 2019 €750.059 12/2016 – present.

- **Senior Governance Expert, Social Impact – VNG International, The Hague, Netherlands, Beirut, Lebanon.** Co-drafted an assessment report on local governance in Lebanon and provided programmatic recommendations to USAID mission in Lebanon. 09/2017 – 05/2018
- **Country Representative Municipal Know-How Programme for Host Communities in the Middle East, funded by BMZ;** André has been guiding and advising delegations of German municipal representatives on the development of municipal project partnership with Lebanese counterparts. The aim of this project is to foster partnerships between Lebanese and German municipalities to enable exchanges of experiences and competences to improve public service performance in Lebanon. Currently, 11 such partnerships between German and Lebanese municipalities are being implemented. André leads on advising on the content and development of the projects in Lebanon, recommends concepts to strengthen German-Lebanese municipal partnerships, provides content-related and methodological support of German-Lebanese communal project partnerships and conducts networking and qualification / capacity building for Lebanese partner municipalities. 2017 – 2019 Value: Phase I 2017 (€37,600), Phase II 2018 (€29,100), Phase III 2018-2019 (€80,912) Phase IV 2019 (€ 67,800). 2017 – present.
- **Country Representative “Resilience in Local Governance” (Reslog) funded by Sida (Sweden).** André is the lead technical **advisor** to SKL and provides guidance on capacity-development measures for building resilience in local government in Akkar. At the national level, DRI is overseeing the production two briefing papers on (1) PPP and (2) Procurement Practices in local authorities in Lebanon. RESLOG is implemented in the Akkar governorate, a vulnerable area in the north of the country that hosts significant numbers of Syrian refugees. Based on a whole systems approach to local governance and resilience development, RESLOG addresses issues such as capacity gaps, financial circumstances, structures, planning processes, or decision-making procedures of governorate administration in Akkar. €175.405.67. 10/2018 – present
- **Local Governance Expert: ‘Local Governance Assessment for Lebanon’ Social Impact – US Agency for International Development (USAID), Beirut, Lebanon.** Co-drafted an assessment report on local governance in Lebanon and provided programmatic recommendations to USAID mission in Lebanon. 11/2016 – 02/2017
- **Research Supervisor ‘The impact of the Lebanese governance system on public service delivery’,** NAHNOO, Beirut, Lebanon – ActionAid Denmark. Led and supervised a research on the legal and regulatory framework governing water, wastewater and solid waste management, energy, urban planning and mobility in Lebanon. 04/2016 – 03/2017
- **Programme Manager, Konrad Adenauer Foundation (KAS)** Managed KAS’s Regional Rule of Law Programme for the Middle East and North Africa. Managed, planned, and oversaw over 50 projects and 15 publications (Arabic, French, English, German) on the rule of law and human rights in the MENA countries, Germany, and Italy. 05/2014 – 01/2017
- **Senior Researcher, International Alert,** Produced a White Paper on ‘State-Citizens Relations in Lebanon: Decentralisation, Local Governance, and Citizens’ Engagement at the Local Level’. International Alert, London, UK. 07/2015 – 12/2015
- **Local Governance Consultant, Management Systems International (MSI) – US Agency for International Development (USAID), Beirut, Lebanon.** Co-drafted and reviewed a Local Governance Assessment Matrix; Produced a facilitation guide on using the Local Governance Capacity Assessment Tool; Reviewed by-laws, internal regulations and policies for local authorities (administrative rules and procedures, finance, accounting, internal audit, procurement). 05/2014 – 09/2014
- **Local Governance Specialist, Management Systems International (MSI) – US Agency for International Development (USAID)** Planned and organised institutional capacity-building programmes for 145 local authorities. Facilitated and conducted technical assessments of 10 local authorities, and designed in-depth capacity-building packages for 15 local authorities. 04/2013 – 05/2014
- **Researcher on Local Governance, UNDP,** Planned, organised, and facilitated 27 meetings and roundtables on decentralisation and local governance in Lebanon with 62 experts and stakeholders. Drafted a 160-page policy report and 10 comparative policy materials for MOIM. 06/2011 – 09/2012
- **Team Leader, Lebanese Economy for Development (LEAD)** Provided specific expertise and answers to topics related to decentralisation and local governance. Conducted qualitative research and drafted a 35-page policy report on decentralisation in Lebanon. 02/2011 – 09/2011

**All nominated personnel are available to provide the required services for the duration of the contract.**

Senior European Municipal Expert : Jaap Meindersma	
<b>Current Employer:</b>	Municipality of Almere
<b>Qualifications:</b>	<p><b>MA in Public Administration, Free University of Amsterdam, 1987 - 1993</b></p> <p>Different courses and management training programs, 1997 - 2019</p> <p>Foreign exchange program, University of Turku, Finland, 1993</p> <p>Preparation / first phase social studies teaching program, 1989</p>
<b>Selected Country Experience:</b>	Lebanon
<b>Languages</b>	Dutch (mother tongue), English
<b>Summary of Experience:</b>	
<p>Jaap Meindersma is city director of Almere, a city of 200.000 inhabitants and part of the Amsterdam Metropolitan Area. Under his leadership at the City Maintenance department, he was responsible for liaising between his department, the community and elected officials of the municipal board. He advised on major policy decisions and their impact and effect on community perceptions and relations. He pioneered and was co-responsible for designing and developing the Almere Political Marketplace, the largest and most successful public citizen engagement platform for local governments in the Netherlands.</p> <p>As City Director, Jaap is uniquely positioned to interact and understand interests of all stakeholders in the municipal sector, engaging on a daily basis with citizens, citizen groups, private sector, regional and national policy makers, and municipal staff and officials. He is personally motivated, as his earlier positions show, in bridging the gap between governments and citizens. As committed local district-councillor, he was the first to pioneer the Political Marketplace concept in the city of Amsterdam.</p> <p>He has consulted for VNG International in Lebanon in the past three years, building his understanding of the local government sector and its challenges.</p>	
<b>Selected Recent Project Experience:</b>	
<p><b>2018 – Current: City Director of the Municipality of Almere</b></p> <ul style="list-style-type: none"> <li>• One of three city directors that make up the Board of Directors of the municipality of Almere, population 208.000, 2000 employees. Advises and reports directly to elected executive municipal board members. Advises Mayor of Almere. Portfolio: Sustainability and urban renewal, communication and community engagement.</li> <li>• Responsible for the departments of Urban Waste Management, City Maintenance, Communication, Marketing and Public Service, (Building) Permits, Supervision and Enforcements, Governance, Safety and Strategy</li> <li>• Commissioner for strategic programs: Urban Renewal, Sustainability, Innovation, Neighbourhood Improvement, Communication, Organisation Development Strategy</li> </ul> <p>2010 – 2017: (deputy) director of City Maintenance, Municipality of Almere</p> <ul style="list-style-type: none"> <li>• 600 employees, 150 mln expenditure / year</li> <li>• Responsible for the departments of Urban Waste Management, City Maintenance, (Building) Permits, Supervision and Enforcements, Public Real Estate, Parking and Geo-information.</li> <li>• Initiator national cooperation departments of City Maintenance</li> <li>• Responsible within Almere for the coordination LOGOReP, Local Government Resilience Programme, implemented by VNG International in Lebanon. Advised Lebanese mayors and councillors on their strategic and economic development, designed LOGOReP interventions including community engagement and communication strategies.</li> </ul>	

2009 – 2010: deputy-director of Urban Planning, Municipality of Almere

- 250 employees
- Responsible for: strategy, policy making, organisational development

2005 – 2009: manager of the department of Traffic and Public Transport

- 20 employees
- Responsible for; strategy, policy making, tender Public Transport

2001 – 2010: program-manager urban strategy / metropolitan cooperation

- Strategic programs and processes, coaching strategic advisors, regional and national cooperation

1994 – 2001: Province of North-Holland

- Policy planner, strategic advisor, project manager

**Volunteer work: politics**

2002 – 2006: leader / council-member of the Labour Party in the city-district of Amsterdam-Zeeburg

- 25.000 inhabitants
- Political portfolio: Finance, Welfare, Education
- Special projects: renewal and improvement of local democracy / council meetings / Designing and implementing the Political Marketplace.

1996 – 2002: chairman of the Labour Party in Amsterdam-Zeeburg

- Campaign manager local elections 1998 and 2002

**Volunteer work: other**

2007 – 2012: Chairman of the board of the organisation for primary education in Amsterdam – East District

2007 – now: member of the board of Cybersoek, welfare-organisation for digital enhancement of children and adults in a multi-ethnic part of Amsterdam

**All nominated personnel are available to provide the required services for the duration of the contract.**

### Civic Engagement Expert: Richard Bteich

<b>Current Employer:</b>	Centre for Active Citizenship, Lebanon
<b>Qualifications:</b>	<p>Certificate in International Human Rights law and diplomacy - <b>International Service for Human Rights/UN Geneva (1998)</b></p> <p>Certificate in Social communication of mass media - <b>Centre for Research and communication Lyon – France (1994)</b></p> <p>Communication Arts Studies – <b>Saint Joseph University (USJ – IESAV) – 1988 - 1990</b></p>
<b>Selected Country Experience:</b>	Lebanon
<b>Languages</b>	Arabic (Mother Tongue), English (Fluent), French (Fluent)
<b>Summary of Experience:</b>	
<p><b>Richard Bteich</b> is a professional with 24 years' experience in the fields of <b>development projects management</b>, organisational development for non-profits, fund raising and social film production, has strong skills in the fields of facilitation and training on development projects management, capacity building for NGOs on internal governance and management, training on community development tools, communication and facilitation skills, conflict transformation, group and team dynamics, non-violent action, advocacy and lobbying; as well as training on social communication of mass media and social marketing.</p> <p>Richard Bteich is currently <b>Managing partner and Senior Consultant</b> at “Centre for Active Citizenship” (CAC) – Lebanon, (Current, since 2009) : The CAC is a civil company providing services (training, consultancy, resource production) for local NGOs, International Development Organisations and Public Sector Institutions (municipalities and ministries) in the fields organizational and community development.</p>	
<b>Selected Recent Project Experience:</b>	
<ul style="list-style-type: none"> <li>• <b>Project Manager and Senior Facilitator/Rapporteur</b>, Post Benchmark Assessment for 37 partner Municipalities of MSI/USAID's BALADI CAP project, Assessing progress achieved by municipalities after two-year capacity development work, March 2019-June 2019</li> <li>• <b>Strategic Planning Expert</b>, supporting the Anti Torture Committee (ACT) at the Lebanese Internal Security Forces (ISF) to develop a five-year Strategy, The Geneva Centre for the Democratic Control of Armed Forces (DCAF)- October 2018-April 2019</li> <li>• <b>Project Manager and Trainer</b>, Public Training, Tailored technical Assistance, and CSO Training Program, targeting Lebanese municipalities and CSOs within MSI/USAID's BALADI CAP, ...for development c.c.- October 2017- December 2018</li> <li>• <b>Team leader, Trainer/Facilitator</b>, Project “Violence Free Schools” implemented in 15 public schools in the city of Tripoli and its surroundings in North Lebanon. A project aiming at reducing violence in the targeted schools through participatory educational approaches involving school community stakeholders (parents, teachers, students, administration), UNDP Lebanon- January 2017-March 2018</li> <li>• <b>Team Leader</b>, Project “Integration of Peace Building in 14 Intermediate Public Schools in Bekaa, Lebanon through enacting Codes of Conduct on non-violence in previous project phase in a participatory way within the school community, UNDP Lebanon- July-February 2017</li> <li>• <b>Trainer/coach</b>, training and coaching BALADI CAP team on facilitation and training skills, and assisting BALADI CAP team with conducting the “Defining the Agenda Workshops” and specifically with the participatory design of impact and result indicators for the 3 issue networks under CEI- MSI/USAID- April - December 2016</li> <li>• <b>Organizational development expert</b>, Developing a five-year strategy for the International Center for Human Sciences in Byblos- Lebanon, a category II UNESCO center- January- August 2016</li> <li>• <b>Development Expert</b>, prepare for and facilitate a planning workshop with Libyan youth to develop two-year Multi-Sectorial Strategic Action Plan for youth in Libya around the key topics: Peaceful dialogue and security, Economic and social empowerment, and Gender equality- Faculty of Health Sciences at the American University of Beirut (FHS-AUB) and UNFPA-Libya- December 2015 – January 2016</li> <li>• <b>Trainer/organizational development expert</b>, provision of training and coaching on organizational capacity development to 5 nascent CSOs in Tripoli, North Lebanon- within the MSI-...for development contract under LCRI project – September-December 2015</li> <li>• <b>Rapid Assessment Expert</b>, part of a team assessing priority advocacy topics in Lebanon- Civic Engagement Initiative- BALADI CAP project- MSI/USAID- October-December 2015</li> </ul>	



- **Project Manager**, Project “Integration of Peace Building in Intermediate Public Schools in Bekaa and Beirut Suburbs”, Lebanon. A UNDP initiative. March-December 2015.
- **Training and technical support** to several Lebanese NGOs, recipients of Grants from BALADI (a USAID funded program) on developing organizational Strategies- BALADI CAP project- MSI/USAID – May-October 2015
- **Peace Building and Conflict Resolution Expert**- training and coaching local peace building units in the Municipalities of Baalbek, Tyr, Mina and Chiah. A joint project of Center for Active Citizenship and Lebanese Center for Civic Education, Funded by the European Union- May 2013- September 2015
- Developing a guidebook on procedures for recruiting and employing foreign domestic workers in Lebanon- International Labor organization (ILO)- August – October 2014
- **Training on fundraising for non-profits**, project cycle management and proposal writing for several Lebanese NGOs, recipients of Grants from BALADI (a USAID funded program)- BALADI CAP project- MSI/USAID – August- October 2014
- **Strategy development expert** on “developing a road map for rural tourism in Lebanon”- Beyond Beirut- a DAI/USAID project- March-July 2014
- **Local development expert**- developing simplified local development plans for the municipalities of Kousba and Khenshara, Lebanese Transparency Association, Baladi Plus project, MSI/USAID - March- July 2014
- **Trainer/consultant for municipal council members and municipal employees** from diverse areas of Lebanon on Project Cycle Management- Lebanese Transparency Association, Baladi Plus project, MSI/USAID - May 2013- January 2014
- **Trainer on conflict analysis and local dialogue**- a project aimed at community leaders and citizens in Wadi Khaled, Hermel and Baghan communities- A “Permanent Peace Movement” and “International Alert” project
- **Project Coordinator**- “Integration of Peace Building tools in Public schools in North Lebanon and Bekaa- A UNDP training project
- **Training and coaching nascent youth groups** in Ain El Helwe, Rachidiye and Beddawi Palestinian camps in Lebanon on developing organizational identities for their groups and developing strategies- A Pursue Ltd project
- Research and development of guide on Monitoring and Evaluation Tools and Methods for development projects for OXFAM-Quebec/Regional Economic Empowerment for Women Project (REEWP)
- Project Coordinator and Trainer/Mentor for teachers and School Directors in 18 schools in Wadi Khaled in North Lebanon, on methodologies and skills of conflict mitigation at school- A UNDP project

#### **Freelance Development Consultant (2005-2011)**

Training and Consultancy to NGOS and development agencies on programs and projects development, Internal Management and Governance.

All nominated personnel are available to provide the required services for the duration of the contract.

#### Communications Expert: Joseph Sokhon

<b>Current Employer:</b>	DRI
<b>Qualifications:</b>	<p><b>PhD Candidate in Political Science</b>, Lebanese University, Lebanon, 2018 - 2022.</p> <p>MAS thesis in Political Science, Lebanese University, Lebanon, 2015-2017</p> <p>MAS in Political Science, Lebanese University, Lebanon, 2013-2014</p> <p>BA + M1 in Political Science and Administrative Science, Lebanese University, Lebanon, 2008 – 2012.</p>
<b>Selected Country Experience:</b>	Lebanon.
<b>Languages</b>	Arabic (mother tongue), French (Fluent), English (Fluent)

#### Summary of Experience:

**Joseph Sokhon** has 7 years of experience working with non-governmental organisations in communications, research and **management of peacebuilding projects, transitional justice, conflict prevention, democratic governance and capacity building** of national and local governments and Non-State Actors (NSAs). Joseph understands donor requirements, government expectations, the challenges of implementation at the local level and, most importantly, in conflictual zones, whether with urban refugees or host communities. He has written several studies, such as “Global Governance for Intrastate Conflicts”, “the Proposed Reforms to Exit and Reduce the Aggravation of Public Debt in Lebanon”, “the Effects of Pressure Groups on the Administrative Decision”, and lately has published his recent study in the Lebanese National Defence, titled: “the Decaying Pillars of the International System and the Next Great War?,” in October 2018 (Abstracts [EN](#) - [FR](#)).

Joseph works, as a **DRI Programme Associate Communications**, funded by the Federal Foreign Office of Germany. He leads in the development and coordination of DRI's communication and awareness campaign on local governance and decentralisation, including developing DRI's communication strategies and tools, and managing social media accounts, such as Facebook, Twitter, Instagram and YouTube. Joseph also coordinates internal and donor reporting, conducts research tasks on democracy, rule of law, governance, elections. He is a former **Project Officer** for Search for Common Ground funded jointly by the EU and the Federal Foreign Office of Germany through GIZ to **manage the implementation of €800 000** across Syria. Joseph worked at UNDP as a Junior Research Assistant, on three portfolios, Syrian Crisis, the Lebanese- Palestinian relations, as well as Foreign Policy and Natural Resources (Oil & Gas). He designed and supported **knowledge platforms**, such as [BADNA NAAREF](#) for the Lebanese who disappeared during the civil war, ZOHO Creator for Foreign Policy and Natural Resources, and LibGuide for Lebanese Palestinian relations, to either **manage information** or **share it with researchers and decision-makers**. Additionally, Joseph received the 2012-13 late Ambassador Fouad al-Turk's Award, established by the Circle of Lebanese Ambassadors to recognise his academic excellence in the Department of Political Science at the Lebanese University.

#### Selected Recent Project Experience:

- **Programme Associate Communications, DRI (GMFA)** Joseph joined DRI as a Programme Associate Communications in 2019 taking responsibility for DRI communications in Lebanon and now supporting overall DRI programme development efforts in Lebanon. He is responsible for communicating of DRI publications and operations. Including managing DRI's social media accounts, leading on the redesign of DRI Lebanon's webpage and blog, and leading the development of DRI's communication strategy and awareness campaign. He is **supporting** the GMFA project implemented by DRI, titled: “Setting an Agenda for Decentralisation in Lebanon – Phase II”. Joseph plays a lead role in communicating effectively on this project (GMFA Fund, estimated value of €750 000) with the public, team, and other stakeholders to well inform citizen as well as national and local governance stakeholders about the state of play of decentralisation and roles and responsibilities of national vs. local governments in public service delivery based on principles of good governance. In addition to, creating on the local level opportunities for citizen-government cooperation on public service delivery issues. 04/2019 - Ongoing.
- **Project Officer, Search for Common Ground (SFCG - Syria Project) (EU-GMFA)** aimed to facilitate the implementation of a project promoting the collaboration between Civil Society actors in Syria, such as Damascus, Hassakeh, Idlib, Al-Bab, Azaz, Daraa, As-Suweida. Joseph engaged with the relevant stakeholders across Syria, and supported day-to-day operations, ensuring that activities are completed on-time, within budget, and with high-quality results. He ensured compliance with the appropriate SFCG Operations Manual policies and procedures and external funder regulations in providing support for project staff and activities including procurement, branding, communications. Joseph monitored implementation of project activities in line with project scope, log-frame, objectives, and indicators and maintain project records such as databases, reports, and records of decisions. Additionally, Joseph stayed informed of local operating contexts to ensure project activities are adapted to on-the-ground realities and provided regular written and oral reporting for donors and for SFCG.

Joseph executed project activities in a timely manner, ensuring good quality action and credible outcomes, and planning for workshops, trainings, and other project events and activities, and recruiting participants for each. He led on the development, editing and translation of knowledge products, including but not limited to studies, reports, papers, guides, training modules, and fact-sheets, 05/2018 – 03/2019.

- **Junior Research Assistant, United Nations Development Programme** aiming to support consensus building, sustainable civil peace, constitutional strengthening and stakeholder dialogues in Lebanon. This support was provided through technical assistance, technical information and shared knowledge resources, collective and action research, common meeting spaces for stakeholders, expertise and other essential resources. Under the direct supervision of the Head of Research and guidance of the Chief Technical Advisor, Joseph was responsible of providing support functions and assistance to the research team in particular on the Lebanese-Palestinian Dialogue forum, Foreign Policy and Natural Resources and Assist and Support LPDC and Syria Project with Research Material. 06/2012 – 08/2015;
- **Project Intern – National Democratic Institute for International Affairs (NDI)** aiming to strengthen and expand democracy in Lebanon through providing practical assistance to civic and political leaders advancing democratic values, practices and institutions. Joseph supported NDI works through performing research tasks and contributes to the drafting of various documents related to elections and electoral law. He assisted in helping Lebanese citizens become actively engaged in influencing the decisions and policies that affect their lives, often through civil society organizations and coalitions. Joseph has assisted in drafting concept note on strengthening the electoral process, enhancing the role of women and youth in political life, developing tools to gauge public opinion.

He assisted in organizing data and information, as well as in preparing and maintaining records. Joseph assisted DRI team in collecting and analysing data, defined problems, collected data, established facts and drew valid conclusions. Additionally, Joseph provided written and oral Arabic/English translation as needed. 10/20017 – 03/2018;

- **Consultancy – Lebanese National Assembly (LNA)** Joseph worked at the Lebanese National Assembly as a Consultant for the Director of Programmes Dr. Ghada Hussein to assist in reviewing intern's researches provided to the Assembly. He was following up the works carried out in the Service of the Foreign Affairs. □ Also, he prepared a study and a conference titled: "Problematics in the Lebanese Political System", at the National Assembly which he chaired in 25 July 2015. 02/2010 and 02/2009;
- **Research Intern – International Center for Transitional Justice (ICTJ)** aiming to redress and prevent the most severe violations of human rights by confronting legacies of mass abuse. Joseph worked at ICTJ seeking holistic solutions to promote accountability and create just and peaceful societies. To fulfil that mission, Joseph linked his previous experience at the **Institute for Palestine Studies** with his research tasks on transitional justice to fight impunity and seek accountability for serious violations of human rights, and ensure that women play an effective role in the pursuit of a just society. During his work period, Joseph was responsible of making sure the voices of young people are heard on issues that directly affect them through communication. Joseph established a website and a Facebook page titled: "BADNA NAAREF" to communicate the voice of the marginalised, victims and youth. This allowed Joseph to develop further the best practices in Lebanon that has endured massive human rights abuses during the 1969-1990 conflict. Joseph collaborated on providing knowledge to inform and advise governments, civil society and other stakeholders working on behalf of victims. 06/2012 – 06/2013;
- **Research Intern – Institute for Palestine Studies (IPS)** aiming to document, research, analyse, and publish on Palestinian affairs and the Arab-Israeli conflict. Throughout the Arab world, IPS is looked upon as the major source of accurate information and analysis on Palestinian affairs and the Arab-Israeli conflict. Joseph assisting in research studies on Palestinian studies in French and English languages. He wrote summary assignments on Palestinian issues, and provided summary reports in English and Arabic based on the reading assignments. Also, Joseph managed the library systems and specialist computer applications (<http://library.palestine-studies.org/webview>). He manages the media monitoring process. He reviewed, evaluated and summarised resources materials, such as books, reviews, in order to write abstracts for cataloguing purposes. 03/2011 – 05/2011.