

ARK operates within a matrix organisational and management structure. The Project Manager is ultimately responsible for the project and for staff and sub-contractors (for this purpose, sub-contractors are Palestinian staff contracted as consultants/contractors rather than with employment contracts) but assisted by Functional Managers in supporting functions such as Corporate Services. Within the project, the Project Manager will utilise a hierarchy of line management to ensure all the team are closely and positively line managed, for example by Supervisors. All staff and sub-contractors are treated equally with regards to pay and terms and conditions such as annual leave, sick leave, and health insurance. ARK takes pride in this approach which while not legally necessary due to local legislation discriminating against Palestinians, is ethically the right and only approach to take in the company's view.

ARK has a multi-skilled core staff and a talent pool database and will draw from either of those to surge the most appropriate staff for this project. Where specific skills are required that are not available through the existing team or database SMEs, our HR team uses Workable and LinkedIn recruiter to headhunt expertise. Downsizing: Staff will be reassigned to other projects or sensitively offboarded if there is a need to downsize the team at any point. ARK's exit strategy is based on planning for sustainability from inception. By project closeout, project activities are handed over to local partners for continued delivery or ended, with ARK administratively closing the project (financials, inventory, M&E reports, offboarding etc).

**BESPOKE PROJECT TEAM:** ARK's project team is staffed almost exclusively by local Palestinians with over six years of experience working on HMG-funded projects in the Palestinian camps. As a result, the team has an unrivalled reputation and access, allowing them to design and execute research and programming that maximises VFM and sustainably contributes to improved community cohesion and resilience in the camps.

Position	Name
<b>PROJECT MANAGER</b>	<b>NIZAR LAZ</b>
<p><b>Proposed Input:</b> Nizar will be the Project Manger on this project, bringing expertise in managing projects in the Palestinian refugee camps, and implementing projects for DfID, CSSF, UNDP, the US, and Canada. Nizar will manage all project staff and oversee activities and the project budget to ensure deliverables are met on time and to the correct standard. <b>Added Value:</b> Nizar is well-known and respected by all actors in the camps and has demonstrated the ability and knowledge of the local context needed to flexibly manage the challenges of programming in the camps. Nizar took over full management of the Palestinian Youth Project (PYP) in 2016 after being hired in 2013 to help manage ARK's programming in the Palestinian refugee camps (PRCs), an example of ARK's approach to empowering staff. Through his facilitation of 100 community consultations in 2013, Nizar built a strong network of governance actors, NGOs/INGOs, and youth groups across all camps. Because of his ties in the community and the respect he commands in the camps, Nizar has played a key role in preventing violence. He has regularly intervened at crisis points in 'Ain al-Hilweh to mobilise youth activists on all sides in stopping conflict between factions. As the PYP Project Manager, Nizar oversaw the founding of the flagship Civil Defence team in 'Ain al-Hilweh and the expansion of the programme to five other camps in 2018/19. He has also managed over seven million pounds in funding during his time at ARK, encompassing more than 114 quick impact projects and 195 small grants.</p>	
<b>DEPUTY PROJECT MANAGER</b>	<b>HATEM MEKDADI</b>
<p><b>Proposed Input:</b> Hatem, a Palestinan from Baddawi Camp, has been working with NGOs and INGOs in the camps since 2006. He will be responsible for day-to-day management of project implementation and oversight of the Local Alternatives team. <b>Added Value:</b> Hatem began working with ARK as a Project Coordinator in 2012, after the team identified him through his founding of a youth initiative to hold governance actors accountable for safety and security in Baddawi. With ARK, Hatem led in the establishment of the Palestinian Youth Network, an initiative that brought together youth initiatives into a single network ARK supported in advocating for national level changes to further youth political, economic and social participation. Through his work for ARK, Hatem has built and maintained a network of interlocutors and effectively engaged political, security and youth stakeholders in support of project implementation and broader stability in the camps. For example, in 2018 Hatem mediated between security actors in Baddawi camp and the Lebanese Armed Forces (LAF) to negotiate the handover of a wanted drug dealer and extremist to the LAF.</p>	
<b>GENDER OFFICER</b>	<b>HIBA KASSEM</b>
<p><b>Proposed Input:</b> Hiba was one of the first female activists in 'Ain al-Hilweh camp, which is known for religious conservatism, and also helped lead the first youth initiative in the camp. In coordination with ARK's gender advisor, Hiba will lead gender-mainstreaming in all project activities (when conflict sensitive), including small grants, quick impact projects, and community liaison committees. <b>Added Value:</b> Hiba's reputation as a respected gender activist in the camps makes her a credible interlocuter for addressing barriers to women and negative masculinities in the camp. As a veiled female from a large family in 'Ain al-Helweh, she is seen as credible by local governance actors and community members. Since 2016, Hiba has succeeded in helping ARK mainstream gender into its programming, leading initiatives to develop an intersectional understanding of the challenges faced by women in the camps and developing</p>	

corresponding programming solutions such as interventions for female drugs addicts and abuse victims and supporting a women's fitness centre. Because of her credibility in the camps, Hiba was able to engage the wife of a high-profile extremist figure in 'Ain al-Hilweh in gender trainings in 2018.

**SENIOR ANALYST**

**MOHAMAD CHATILA**

**Proposed Input:** Mohamad has six years of experience designing and analysing quantitative and qualitative research tools. Mohamad will design all research tools for the functional needs assessment and ongoing research tasks, oversee research implementation, and provide analysis and quality assurance. **Added Value:** Though Mohamad's experience as a Research Analyst with several UN agencies working on issues of social stability and security in Lebanon, he has developed the ability to design and conduct conflict sensitive research in fragile environments. Mohamad has in-depth knowledge of the local context and how to manage the unique challenges associated with conducting research in the camps. With ARK, Mohamad has led three rounds of surveying for conflict analyses in the Palestinian camps including **7,466 respondents and trained 20 local enumerators**. He also pioneered a qualitative tool for measuring behavioural change among beneficiaries which has been essential to evaluating project impact. It is a testament to Mohamad's understanding of the context in the camps that none of these tools caused problems for ARK in the camp as camp residents often conflate surveying with "spying."

**PROJECT TEAM**

**LOCAL ALTERNATIVES**

**Proposed Input:** A team of 15 Palestinians from refugee camps in Lebanon will oversee the delivery of the project with support from a network of more than 100 volunteers. The delivery team will gradually assume greater responsibility for project management through the first year of implementation, culminating in assuming full responsibility for implementation as a registered NGO named Local Alternatives. **Added Value:** The training provided to the Local Alternatives team over the past six years and the strong reputation they have built among governance actors, community members, and other key stakeholders, enables them to implement programming at an unrivalled scale, speed, and effectiveness in the camps. The team held over 1,000 community meetings in a period of two months in 2013, conducted over 4,000 activities in Q4 of 2019 reaching 29,000 people, and implemented 84 quick impact projects in a period of nine months in 2014.

**RESEARCH MANAGER**

**TAYLOR LONG**

**Proposed Input:** Taylor is the Head of Research for ARK Group in Lebanon, with expertise in conducting public opinion and survey research in the Middle East. Taylor will provide oversight over the design and implementation of research and contribute to research analysis and informing project design. **Added Value:** Taylor studies the political dimensions of social welfare in conflict environments in the Middle East and specialises in the conduct of large-sample surveys on sensitive subjects in hard-to-reach places or with difficult-to-access populations. He has previously been the principal investigator (PI) for Tier-I Target Audience Analyses (TAA) in Lebanon, Syria and Iraq conducted on behalf of HMG, as well as the PI for the UNDP Regular Perception Surveys on Social Tensions throughout Lebanon and the PI for over thirty other surveys conducted by the ARK Group in the Middle East. Taylor has been leading qualitative and quantitative research in the Palestinian camps of Lebanon since 2008 and as such has in-depth understanding of social cohesion and vulnerabilities in the camps. Based on his research Taylor piloted a multi-dimensional measure of vulnerability or risk in 2019 in the camps designed to measure the project's impact on beneficiaries.

**M&E MANAGER**

**ANNA SOPHIA GALLAGHER**

**Proposed Input:** AnnaSophia is the Deputy Head of Insight for ARK Group in Lebanon, with a specialisation in gender-mainstreaming and measuring social cohesion and behavioural change. AnnaSophia will provide oversight of all project-related M&E activity and contribute to project design. **Added Value:** AnnaSophia is the focal point for ARK's academic partnerships and leads on internal efforts to develop and improve tools to measure social cohesion and resilience. AnnaSophia specialises in M&E in conflict situations and fragile environments and has previously worked extensively with the PYP project team on gender mainstreaming and conflict sensitivity in the project design, implementation, monitoring and evaluation. As such, she also has an in-depth understanding of the context in the camps and is able to account for this in the design of tools and assessments. Previously with ARK, AnnaSophia co-developed a psychographic assessment tool for qualitative understanding of audience vulnerabilities and resilience to violent extremism, social instability, and social cohesion.

## NIZAR EL LAZ – PROJECT MANAGER

Nizar is a conflict prevention and development specialist working in fragile settings promoting positive social change. Since 2013, he has been leading the design and the implementation of multi-million GBP stabilisation and development programmes; primarily governance, conflict prevention, social stability, strategic communications, youth participation and countering violent extremism projects in Lebanon, the Palestinian camps and Syria on behalf of international clients. Nizar has broad experience implementing projects for DfID, CSSF, UNDP, the US, and Canada. Nizar possesses extensive experience and knowledge in the various MENA countries working with private and public organisations. Nizar is also an experienced professional mediator, trainer, and facilitator. Nizar is a native Arabic speaker fluent in English and French.

- '18 - Present **Country Lead and Project Manager** **ARK GROUP DMCC**
- Manage the implementation of the Palestinian Youth Project.
  - Oversee the implementation of research and development projects for various donors.
  - Oversee a team of more than 260 employees, consultants and volunteers covering projects including civil defence, digital media, partner and youth grants and cross cutting activities.
  - Provide ongoing oversight of the project cycle and identify the 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 deliver in-person project and SME briefings to clients in Lebanon.
  - Coordinate with key stakeholders, including municipalities, INGOs, NGOs, youth initiatives, MPs, security actors and ministries in Lebanon.
  - Ensure all staff-related issues, in coordination with headquarters and country offices, are carried out in accordance with donor, Lebanese and ARK policies and guidelines. This includes recruitment, performance management, security, staff development and training, Lebanese regulations and disciplinary action.
  - Follow up on programme budgets for spending allocations and early identification of over and underspend.
  - Oversee daily monitoring of security and political situation in Lebanon and the Palestinian camps.
- '16-'18 **Country Lead and Project Manager** **The Stabilisation Network**
- Oversaw the overall implementation of Countering Violent Extremism and communication projects in Syria and Lebanon supervising a team of more than 50 employees, consultants and volunteers as well as local initiatives and partners.
  - Worked closely with M&E, production, and research team to enable timely response to events on the ground, or to alter activities in response to changing attitudes, in line with the agreed strategy and client stipulations.
  - Ensured regular interface, coordination and liaison with donors and clients to provide accurate, relevant and timely reporting and context updates on project implementation, impact and development opportunities.
- '13 - '16 **Programme Manager** **Pursue Ltd**
- Managed a youth participation and governance programme in Palestinian refugee camps in Lebanon.
  - Managed 160 programme staff in 12 Palestinian camps, providing direction, input and feedback.
  - Followed up on programme budgets, spending allocations, and early identification of over/underspend.
  - Oversaw daily monitoring of contextual situation and produced fortnightly analytical reports covering security, political, socioeconomic, youth, and public opinion development for donors and various partners.
  - Managed teams of enumerators to conduct surveys across Palestinian camps for research and M&E; facilitated KIs and FGDs to gather qualitative data.
  - Coached and trained coordinators and youth groups on various skills including political communication, strategic management, messaging, mediation and negotiation skills
  - Oversaw the implementation of capacity building projects targeting CSOs in Yemen.
- 2012 **Independent Consultant** **Kurdistan Regional Government, Protocol Unit**
- Prepared and implemented a feasibility study for the Saad Convention Centre, enabling its transition from management by a British contractor to becoming a department under the KRG Protocol Unit.
  - Led a participatory strategic plan design covering sales, marketing, logistics, operations and communication strategy for the Saad Convention Centre.
- '09 - '12 **Regional Sales Manager & Senior Business Analyst** **Tahseen Khayat Group**
- Major academic printing and publishing firm. Managed a team of 15 employees to improve sales and business procedures between the different departments (printing, publishing, and sales). Prepared financial forecasting and intervened with corrective action as required; improved net profit from 2009 to 2010 (24%) and from 2010 to 2011 (28%).
  - Managed sales force and maintained business relationships with key accounts; conducted sales trips to negotiate and implement sales in Sudan, Syria, Ghana, UAE, Kuwait, UK and Lebanon

## EDUCATION

2014 - 2015 Diploma in Professional Mediation **Université Saint-Joseph**  
2008 - 2009 MSc in International Development & Human Resources Management **University of Manchester**  
2005 - 2008 BA, Business Administration (Management and Accounting) **American University in Beirut (AUB)**

## **PUBLICATIONS**

- Co-author and contributor to several programmatic ARK research documents (2015 – present).
- Countering Violent Extremism: A Toolkit for Civil Society Organisations in Yemen (Pursue Ltd., 2014).
- Organisational Development in Public Sector Organisations: The Case of the Palestine Liberation Organisation (Lambert Academic Publishing, December 2012).

## **PROFESSIONAL TRAININGS**

- Various 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)
- The role of political mediation in solving political crisis: the case of Tunisia: Centre Professionel de Mediation, Universite Saint Joseph (December 2015)
- Strategic planning in fragile settings: CDA & Barcelona International Peace Resource Center (June 2014)
- Know yourself for building leadership skills: Cambridge Institute for Global Leadership (June 2010)
- Internet as a tool for communication: Ecole superieur des affaires (ESA) (May 2010)

## HATEM MEKDADI – DEPUTY PROJECT MANAGER

Hatem is a project manager with more than ten years of experience working in the Palestinian camps of Lebanon and nine years of experience working on EU, DfID and CSSF projects. Originally from Baddawi camp, Hatem has independently launched and supported youth groups and initiatives across all Palestinian camps in Lebanon that promote positive alternatives for at-risk youth. As part of his work with ARK, Hatem grew the al-Hirak a-Shababi initiative he launched in Baddawi into the Palestinian Youth Network, a cross camp network of Palestinian youth initiatives advocating for national level changes to further youth political, economic and social participation.

- May '16- Present      **Deputy Project Manager, Palestinian Youth Project**      **ARK Lebanon**
- Monitor political and security events and policy developments in the camps and gatherings.
  - Build and maintain a network of interlocutors and engage political, security and youth stakeholders on a regular basis; including mediating to de-escalate and prevent conflict between actors.
  - Monitor the implementation of youth-led CVE interventions with at-risk youth across the Palestinian camps and gatherings and ensure timely project interventions with a total budget of £2.4 million.
  - Oversee the development and implementation of capacity building workshops.
  - Oversee the implementation of 42 small grants, 6 civil defence teams, and the online communication components of the Palestinian Youth Project.
  - Supervise the mapping of stakeholders and youth initiatives and in the Palestinian camps and gatherings.
  - Submit weekly reports for management team on field activities.
  - Lead the field delivery team and supervise 17 Community Grants Officer and 4 project officers.
- '12 - '16      **Project Coordinator , Palestinian Capacity Building Programme**      **Pursue LTD**
- Coordinated a community relations campaign to promote youth projects.
  - Held community meetings with youth across the twelve camps in Lebanon to assess their needs and interests and developed and oversaw the implementation of corresponding sports, recreational and cultural activities.
  - Recruited, trained and mentored youth groups and activists across the Palestinian camps in Lebanon
- '11- '12      **Programme Coordinator**      **Palestinian Human Rights Organisation**
- Monitored and documented human rights violations in Palestinian camps and followed up with relative stakeholders.
  - Coordinated with various Lebanese and Palestinian stakeholders in Nahr al-Bared camp, including governance actors, UNRWA, and the factions.
  - Coordinated the organisation of capacity building workshops for youth monitors
  - Supervised online communication platforms and the production of short documentaries highlighting Palestinian contributions to Lebanon in an effort to change stereotypes about Palestinians.
- '09 - '11      **Field Officer**      **Handicap International**
- Managed all the youth animation centres in Lebanon engaging with people with disabilities (PWD) to ensure collaboration.
  - Assisted in the planning of PWD engagement activities across all the centres.
  - Coordinated relationship between NGOs and other stakeholders working with PWD in the camps.

## PROFESSIONAL TRAININGS

- Gender mainstreaming, HEAT training, Risk Management, Project Management for Development Professionals, strategic management, monitoring and evaluation, training of trainers, project design and management, advocacy, and alternative dispute resolution methods.

## EDUCATION

2001 - 2005      BA in Social Sciences

**Lebanese University**

## HIBA ALI KASSEM – GENDER OFFICER

Hiba is a Gender subject matter expert and member of several Palestinian initiatives and NGOs in the Palestinian camps. Hiba has worked with and volunteered in various organisations to promote gender equality by engaging communities in need and supporting opportunities for vulnerable men and women. With ARK, Hiba has leveraged her background in education to design creative tools for engaging men and women in the camps and promoting gender equality in ways that are safe, constructive, conflict sensitive, and effective.

'16 – Present **Gender Officer**

**ARK Group DMCC**

- Supported the design of field research to ensure gender sensitivity and attention to gender dynamics in the Palestinian refugee camps.
- Contributed to the conduct and writing of multiple gender analyses on the Palestinian camps.
- Worked with local actors including governance actors, NGOs, CSOs, and communities at large to mainstream gender into project activities.
- Worked with more than 50 youth groups and initiatives across the Palestinian camps on building their capacity and understanding the importance of female participation in the social, economic and political aspects of life in the Palestinian camps and gatherings.
- Delivered 48 gender trainings and discussions with vulnerable, at-risk women and men in the camps to help them participate more actively in camp civic life and overcome gender-related barriers and stereotypes. This included pioneering efforts to work with female drug addicts in multiple camps.

'12 – '16 **Administrative and Project Assistant**

**Pursue Ltd**

- Supported the implementation of projects in the twelve Palestinian camps including engaging with field officers and field partners.
- Engaged with local stakeholders and the community through community consultations to identify needs and generate project ideas.

'08 – '16 **Teacher**

**Amel Association/ Zeidan Centre**

- Worked as a teacher with various organisations providing teaching to young Palestinian, Syrian and Iraqi children and youth.

### EDUCATION

2014 – 2016 Lebanese International University

**MA Educational Management**

2010 – 2013 Lebanese International University

**BA Education (Math and Physics)**

### TRAININGS:

Received several trainings including conflict sensitivity, Project Management for Development Professionals, strategic management, monitoring and evaluation, training of trainers, project design and management, advocacy, and alternative dispute resolution methods. For the last three years, Hiba has also undertaken extensive ongoing gender training to enable her to effectively perform her role as a gender officer.

## MOHAMAD CHATILA – SENIOR RESEARCH ANALYST

Mohamad is a quantitative and qualitative researcher with six years of experience designing and analysing quantitative and qualitative research tools. Mohamad's expertise includes developing research tools for target audience analyses, perception surveys, needs assessments, and behavioural change surveys for various clients including DfID, CSSF, UNDP and USAID. He is experienced in training enumerators and facilitators and specialises in developing conflict sensitive research tools and methods for use in sensitive and challenging environments.

March '17 – Present **Research Analyst**

**ARK Group DMCC**

- Develop research instruments to collect data through surveys, structured and semi-structured interviews, and focus group discussion guides. Pioneered new methods of data collection to overcome challenges in the camps, including a survey methodology for accurately estimating drug use.
- Trained enumerators and supervised the conduct of over 7,000 surveys in 6 Palestinian camps and one gathering.
- Lead author on research outputs including conflict analyses, target audience analyses and various project-related deliverables that contribute to project design.
- Design and analyse community perception surveys in Lebanon and Syria.

Dec '16 – May 17 **Consultant**

**West Asia North Africa (WANA) Institute**

- Prepared a research paper for WANA Institute, a regional think tank, on the impact of integrating Syrian Refugees into the Lebanese labour market.
- Analysed economic and statistical data as well as conducted semi-structured interviews with key stakeholders.

Mar '16 – Dec '16 **Consultant United Nations Economic and Social Commission for Western Asia (ESCWA)**

- Prepared presentations and speeches on behalf of senior ESCWA staff members related to the implementation of the Sustainable Development Goals in the Arab region.
- Conducted background research for a pilot project related to the socioeconomic situation of Syrian refugees in Lebanon.
- Designed and implemented the division's work plan monitoring tool for the 2016-2017 biennium.

Oct '14 – Nov 15 **Research Analyst**

**ESCWA**

- Designed research databanks for use in the section's work. Also analysed the results of several surveys for a report on community perceptions of safety and security in the Arab region.
- Performed qualitative and quantitative research on the effect of the Syrian conflict on Syria's neighbours.

### EDUCATION

2010 - 2013 American University of Beirut

**MA in Finance**

**TRAININGS:** Conflict sensitivity, research methods, gender mainstreaming and inclusion, risk management, Project Management for Development Professionals

### PUBLICATIONS

Mohamad contributed and co-authored seven project research reports covering community perceptions surveys, conflict analysis and target audience analysis, focusing on Lebanon and the Palestinian camps targeting Lebanese, Palestinians and Syrians.

**TECHNICAL SKILLS:** SPSS, STATA, R, QGIS, and E-Views.

## TAYLOR LONG – RESEARCH MANAGER

**Taylor Long** is ARK's Research Lead and will provide oversight and quality control on this project, supporting the data collection team with training as required. He has extensive expertise in conducting research in the Middle East, particularly in Syria and Lebanon. Taylor has worked for over ten years in these areas and specialises in the political dimensions of social welfare in conflict environments in the region. For ARK, he has conducted numerous large-sample surveys on sensitive subjects in hard-to-reach places or with difficult-to-access populations. He has previously been the principal investigator for nationwide Tier 1 Target Audience Analyses in Syria (2017), Lebanon (2016) and Iraq (2015) conducted on behalf of the UK and Dutch governments, as well as the PI for over thirty other surveys and research projects. Taylor has published peer-reviewed research in *International Social Work, Conflict, Security & Development, The Journal of the History of Childhood and Youth, The Journal of Refugee Studies* and *The Oxford Encyclopaedia of Islam and Politics*. A PhD candidate (ABD) in Social Work & Political Science at the University of Michigan, his dissertation concerns the provision of government-like services by state and non-state actors in civil conflict, using tools of spatial econometrics to relate government-like service provision outcomes to civilian preferences, aggregated locally, regarding the level and types of services provided. Taylor also has a MSW from the University of Michigan, a MA in Arab and Middle Eastern Studies from the American University of Beirut and BA in Middle Eastern and Islamic Studies from New York University. He is a native English speaker and is professionally proficient in Arabic.

### Relevant experience

- |               |  |                       |
|---------------|--|-----------------------|
| '11 – Present | <b>Senior Research Analyst</b>   | <b>ARK GROUP DMCC</b> |
|               | <ul style="list-style-type: none"><li>• Responsible for the design and implementation of quantitative research.</li><li>• Conducted Tier 1 TAAs in Iraq, Syria and Lebanon.</li><li>• Conducted three waves of public perception surveying in Syria assessing Civil Defense, two waves assessing the Free Police and ran two public telephone surveys, one on media usage, the other on social and political attitudes.</li><li>• Conducted survey of local governance structures in southern Syria.</li></ul>   |                       |
| '08 – '16     | <b>Senior Research Analyst</b>   | <b>PURSUE LTD</b>     |
|               | <ul style="list-style-type: none"><li>• Developed Random Grid Sampling (RGS) sampling method for use in environments where population data is limited, as in refugee camps.</li><li>• Conducted final evaluation of USAID-OTI small grants and US police programmes in Lebanon</li><li>• Designed DFID interventions in Palestinian refugee camps based on survey data.</li><li>• Conducted living conditions survey of Palestinian refugees from Syria in Lebanon.</li><li>• Conducted large sample surveys in target areas of USAID programme seeking to alleviate tensions between Syrian refugees and Lebanese host communities.</li><li>• Conducted survey of Lebanese perceptions of the security forces to assist HMG planning.</li><li>• Conducted a survey study of smuggling along the Lebanese-Syrian border.</li></ul> |                       |

### Publications

Taylor has published in Foreign Policy and authored numerous reports for USAID, DFID, FCO and other US, UK and UN agencies in Lebanon, Syria and Iraq.

### Education

2012 – 2017: PhD in Social Work & Political Science  
2012 – 2014: Masters of Social Work (MSW)  
2008 – 2010: MA in Arab and Middle Eastern Studies  
2002 – 2006: BA in Religion & Middle Eastern Studies

**University of Michigan**  
**University of Michigan**  
**American University of Beirut**  
**New York University**

## **ANNASOPHIA GALLAGHER – DEPUTY DIRECTOR OF INSIGHT**

AnnaSophia is a multi-lingual M&E expert and a published social scientist with 7 years' experience delivering M&E with vulnerable populations from, or in, fragile and conflict-affected states, including Niger, Nigeria, Mali, Yemen, Lebanon, Indonesia, Jordan, (in person), and Syria, Libya, Somalia and Pakistan (remotely). AnnaSophia developed ARK's approach to digital intelligence and social listening, and her reports have previously briefed the National Security Council. AnnaSophia has briefed a range of senior governmental ministers and her reports have shaped governmental thinking on gender mainstreaming in CVE strategic communications. AnnaSophia has a special interest in measuring social cohesion and the role of masculinity and femininity in encouraging or preventing engagement with violence, and in setting up functional and safe M&E systems in active conflict zones.

Feb '17 - Present                      **DEPUTY DIRECTOR OF INSIGHT**                      **ARK GROUP DMCC**

In her role she has had oversight of a department of up to 50 individuals, working across 4 continents to deliver M&E.

- Developed ARK's digital intelligence protocol for monitoring behavioural change online.
- Co-developed a psychographic assessment tool for qualitative understanding of audience vulnerabilities and resilience to violent extremism / social instability/ lack of social cohesion.
- Mainstreamed gender and understanding into ARK's M&E throughout the company.
- Provide in-person and online training and mentorship to local M&E staff to support robust monitoring and evaluation, ensure conflict sensitivity, and identify opportunities for technical innovation.

Aug '14 – 17                      **M&E MANAGER**                      **ACTED**

AnnaSophia wrote the manual and SOPs for the NGO's M&E department that was rolled out across 37 country offices.

- Identified key context evolutions and subsequently wrote reports for advocacy and donor engagement that were the catalyst for 5 million dollars (USD) of funding for emergency response.
- Redeveloped the M&E framework at country-level, to include local context specificity and remote management components; digitised and standardised M&E systems and all tools and products.
- Directly managed 13 M&E and Database staff in Amman and Yemen, with oversight of 40 staff total; managed annual department budget of 500 000 USD.
- Trained local NGOs and CBOs in Yemen on M&E techniques and measured their performance longitudinally.

Sep '11 - 13                      **SENIOR CASEWORKER**                      **MEDECINS DU MONDE UK**

An NGO that supports the integration of vulnerable individuals into the UK system, including victims of trafficking and irregular migration. AnnaSophia set up the evaluation system in the centre, and guest lectured on the centre's work at universities in London to raise awareness.

### **EDUCATION**

2012 - 2013      London School of Economics, Social Psychology      **MSc**

2008 - 2012      University of Oxford, French & German literature and linguistics **BA**

### **TRAININGS**

Gender Mainstreaming in Project Delivery 2, Jordan 2019  
Hostile Environment Awareness Training, Jordan 2018  
PMD Pro Management 1, Jordan 2018  
Gender Mainstreaming in Project Delivery 1, Jordan 2018  
Social Media Monitoring, Thomson Reuters Foundation, Jordan 2018

### **PUBLICATIONS**

Yemen Cash Programming Review, Simpson R., Ezaki A. and Gallagher A., ACTED 2017  
Social Cohesion in Lebanon, Augustine M., and Gallagher A., REACH 2015