

EXPERIENCED PROJECT TEAM

The ARK-led consortium assembled for this project brings a highly experienced, dedicated team with a strong track record of implementing CSSF communications programming, detailed understanding of the social stability and communications sectors in Lebanon and MENA, and expertise in cutting-edge assessment and measurement techniques for measuring impact and attitudinal and behavioural change. ARK has a dedicated communications team and production hub based in Beirut, which provides all of its Arab-world production support and capacity building and a full-time research team in Lebanon which focuses largely on social stability research in Lebanon and other MENA countries. ARK's M&E team, again based from its registered Beirut office, has dedicated five years to identifying the most-appropriate mechanisms to measure the impact of strategic communications in challenging and complex environments and best practice in behaviour change communications approaches, particularly in the Lebanese context. Partnership with Nudgeco and Impact Initiatives and collaboration with Dr. Neville Bolt will further support ARK's M&E and research capabilities by bringing expertise in evaluations and assessments of the contribution of strategic communications to behavioural change.

Position	Name
PROJECT MANAGER	OMAR KABBOUL
Proposed Input: Omar will be the Project Manager, managing all project staff and overseeing activities and the project budget to ensure deliverables are met on time and to the correct standard. He will be responsible for all project activities and outputs, in line with the overall strategy. Added Value: Omar has extensive experience of project management across a range of communications and communications-related fields. He possesses in-depth knowledge of the communications space in Lebanon and significant experience in capacity building and peacebuilding. Through his work as Principal Managing Consultant for Quantum Communications and as Executive Director of the Lebanese Association for Democratic Elections, Omar has developed a strong network among Lebanese media actors and key governance stakeholders throughout the country, relationships which will be essential to the effective implementation of this project.	
CAPACITY BUILDING MANAGER	MAROUN ASMAR
Proposed Input: Maroun will oversee capacity building and technical production training for project beneficiaries, including <i>Ana Hon</i> and selected governance actors and NGOs. Added Value: Maroun began working with ARK in 2016 and has provided over 75 capacity building trainings, including to at-risk youth and governance actors in Lebanon. As most of Maroun's capacity building work has been with vulnerable youth, including in Palestinian camps and from areas with high refugee host-community tensions, he is intimately aware of the challenges associated with strategic communications in these areas and is able to effectively tailor trainings in a way that is conflict sensitive and accounts for unique environmental opportunities and constraints. ARK previously provided extensive capacity building to the <i>Ana Hon</i> team through Maroun and as such has a strong relationship with the group, minimising the need for trust-building and allowing an immediate start to implementation.	
PRODUCTION MANAGER	HASSAN KASSEM
Proposed Input: Hassan will oversee all production activities, networking with local media actors. Added Value: Hassan has ten years' experience in media production and communications, having worked as a journalist and television news and documentary producer in Lebanon prior to joining ARK five years ago. As ARK's production manager, Hassan directs a team of six core staff and multiple freelancers from ARK's production hub in Beirut, Lebanon. Under his guidance, the quality of ARK's production outputs has increased exponentially, with ongoing diversification into animation, songs and long-form documentaries, while his experience in news and live broadcasts ensures rigorous adherence to deadlines and budgets. Hassan manages a passionate, creative, highly-skilled production team and strong networks of stringers and distributors throughout Lebanon. He also enjoys close relationships with print and broadcast media. His experience gives him a detailed knowledge of the freelance market and market rates for creative products, and he has repeatedly proved able to commission highly-skilled creatives to work on short timeframes and produce excellent work on a limited budget. He also has a detailed knowledge of the media context and is very aware of audience responses to different product types and messages.	

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 throughout the Middle East. Taylor will provide oversight into the design and implementation of research and contribute to research analysis that informs 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 (2017-2021) 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 Lebanon communications team on gender mainstreaming and conflict sensitivity in project design, implementation, monitoring and evaluation. As such, she also has an in-depth understanding of the operational context in Lebanon and is able to reflect this in the design of tools and assessments. AnnaSophia co-developed a psychographic assessment tool for qualitative understanding of audience vulnerabilities and resilience to violent extremism, social instability, and social cohesion.	
EVALUATION	DR UMAR ALI, NUDGEKO
Proposed Input: Umar will supervise the randomised control trials conducted by Nudgeco to assess the impact of the project on behavioural change among beneficiaries. Added Value: Umar is a Research Fellow in behavioural science at Warwick Business School. His interest lies in helping public and private institutions apply the latest insights from behavioural economics and neuroscience to improve decision-making. His current projects span the domains of tech, health, finance, security, politics and education. Umar is the founder of Nudgeathon™ - a crowd-sourcing platform in which diverse teams of stakeholders come together to find behavioural solutions to social problems. He is also the founder of Behaviour Insight™ - a tech-based behaviour change solution that systematically identifies barriers to behaviour change and guides the user to develop successful interventions. He delivers regular training and facilitation workshops and has provided his service to over 50 global institutions.	
FINAL ANALYSIS	DR NEVILLE BOLT
Proposed Input: Dr Neville Bolt will inform the project design and support project assessments at quarterly intervals. At project closure, Neville will work with ARK's research and analysis team to produce a final analytical report on the contribution of project strategic communications to promoting social stability as part of a broader assessment on the use of strategic communications as a tool for social stability. Added Value: Neville is Director of the King's Centre for Strategic Communications (KCSC) and Editor-in-Chief of NATO's peer-reviewed academic journal Defence Strategic Communications. After a 25-year career working in media production, specialising in conflict reporting and war zone documentaries, Neville received his MSc and PhD in War Studies from King's College London, where his research explored a new conceptualisation of the terrorist act - the 'Propaganda of the Deed' - and insurgent strategic communications.	

PROJECT MANAGER - OMAR KABBOUL

Quantum Communications Principal Managing Consultant January 2019 – Present

Leading on a Reputation Analysis and Management initiative in Iraqi Kurdistan which entails four areas of intervention: Capacity Building, Content Creation, Communication and Branding, and Strategy Design.

Liaising with the broader team within Quantum Group, Saatchi and Saatchi MENA, Vertical and Mercury on branded content that fits the overarching strategy objective.

Lebanese Association For Democratic Elections (LADE), Executive Director

September 2017 – January 2019

Review and implementation of strategic and action plans. Producing regular reports on progress in achieving the goals, objectives and milestones. Business development and fundraising. Establishing and maintaining excellent relationships with donors and external stakeholders. Overseeing the production of LADE's marketing kit/s and the development of project proposals. Maintaining continuous consultations with the board and attending board meetings.

OXFAM, GB Research and Policy Advisor

November 2016- September 2017

Leading on research development on various economic justice issues including but not limited to right to work for non-Lebanese workers as well as opportunities, barriers, and exemplary collaborations between refugees and host communities; situation of working conditions for Lebanese, non-Lebanese, women and men, and access to credit and saving opportunities for poor Lebanese women/men; poverty, inequality, and social protection in Lebanon, in addition to social entrepreneurship programmes and initiatives

United Nations Development Programme - 2013-2015

Education and NGOs Coordinator, Peace Building in Lebanon Project

Lebanese Electoral Assistance Project LEAP, Policy Consultant

Joined the Crisis Prevention and Recovery programme in August 2014. Managed the Education and NGO components, focusing on addressing the new challenges to civil peace posed by the Syrian crisis through education and civil society platforms.

Notable achievements: Supervised the successful implementation of a "Violence Free Schools" project in 29 intermediate public schools across the country. The project aimed at sensitising students, parents and school personnel on peace building issues, violence, discrimination, and dealing with differences in school and classrooms.

National Democratic Institute (NDI) MENA Program Assistant November 2011- July 2013

Managed the collaboration of digital media activists from the Middle East, North Africa and Iran to an online unrestricted platform on human rights, good governance, and democratisation

Assisted the senior management team with the recruitment of bloggers and digital media activists from nine countries and managed their participation through an academy style training program on the use of digital security tools.

Lebanese Transparency Association (LTA), Communication Coordinator/Research Assistant 2009-2011

Joined the association in 2009, as a part-time communication coordinator of the Lebanese Advocacy and Legal Advice Centre. Promoted to fulfil the position of Senior Communication Coordinator in 2010. I also contributed to the design of the Campaign Finance Project and co-authored a published report on campaign spending during the 2009 Lebanese Parliamentary Elections.

EDUCATION:

MA, International Security Studies, 2016 - University of Leicester, United Kingdom

BA, Political Science and International Relations, 2010 - Université La Sagesse, Lebanon

HASSAN KASSEM – PRODUCTION MANAGER**Production Manager, ARK Group DMCC, Lebanon (Oct 2013 – present)**

Managing a dedicated communications team and extensive stringer networks across the MENA region to provide communications content and capacity building in support of ARK's stabilisation and peacebuilding programming.

- Leading production support for vulnerable youth in Tripoli, Saida, and the Bekaa that ARK programming supported to establish a Facebook platform and conduct offline events aimed at contributing to preventing violent extremism. Helped youth teams to municipal authorities and encouraged them to engage community leaders in their campaigns. In only one year, the youth grew into credible local voices working towards positive change in their communities.
- Coordinated production activity for a project engaging youth and members of parliament in Lebanon in positive dialogue. Hassan managed the production team to deliver relevant products in a very short timeline and worked with the project manager to implement offline activities, including delivering peace-building training in Batloun, Bekaa, and Beirut municipalities.

TV Producer, Future TV, Al Jazeera, Lebanon (Oct 2008 – Oct 2013)

Produced popular TV shows in a number of different formats, including a weekly talk show Nas w NAS, and an hour long political documentary entitled "Corruption in Lebanon" for "Taht al Mijhar", a weekly documentary series on Al Jazeera.

Executive Producer, Nahr al-Bared Civil Advocacy Committee, Lebanon (Dec 2008 – Jan 2009)

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

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

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

Arab Cultural Centre, Belgium (Dec – Sep 2005)

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

Education

License in Computer Science, Université Libre de Bruxelles - Faculty of Sciences (2005)

Bachelor's Degree in Computer Science, Université Saint Esprit de Kaslik (2003)

MAROUN ASMAR – CAPACITY BUILDING TRAINER**Production Director and Media Consultant, ARK Group DMCC, Lebanon (Oct 2013 – present)**

Directing all production and communications work for ARK's projects in Lebanon and across the MENA. Delivers regular capacity building and technical training to project beneficiaries to improve their production and communication skills and enable them to become credible voices for positive messaging.

- Worked on a year-long project training a team of 27 youth reporters in Bekaa, Tripoli, and Saida, as part of a Canadian-funded project aiming to reduce extremism narratives and reduce tension between Syrian and Palestinian refugees and local host communities. Over the course of 12 months, Maroun delivered extensive training to the reporters, including capacity building training on editing, filming and lighting, with the goal of giving them the tools to promote positive PVE messaging.
- As part of a CSSF-funded project in the Palestinian camps, Maroun delivered 8 condensed trainings for a team of 23 Palestinian activists from several camps in Lebanon. Training aimed to train the team on positive messaging and technical skills to improve their media production work, as well as peacebuilding, positive thinking, and developing campaigns to reduce tensions in camps.
- For a CSSF-funded political engagement project, Maroun developed a number of media products aimed to promote offline activities like town halls, peace-building training for youth, and meetings between the project team and MPs. Production material was designed to support the project's aim of encouraging engagement between youth and local political leaders and to also encourage nationwide political engagement.

Director, Editor and trainer for several projects in Turkey involving Syrian refugees:

Director, Editor "Digging For Life" 2014

<https://www.youtube.com/watch?v=Ovr332xQyu8>

Director, editor "At Your Service - Aleppo Free Police" 2014

<https://www.youtube.com/watch?v=al2fXeAvg38>

Director, DP, editing "Ismak Wattan"

<https://www.youtube.com/watch?v=LI6GHZLKSeI>

Director and Editor of "Al Fassad" Documentary Film^[1] with 'Darkside TV & Film Production' for 'Al Jazeera Channel' (Year 2012)

<https://www.youtube.com/watch?v=qVN1MrWVP7I>

Director of "Malaz Ghayr Amen" Documentary Film for Future News Channel (Year 2012)

<https://www.youtube.com/watch?v=PDDLc-Mfzc>

Director of Photography in the Movie "Yamo" - Docu/Drama Film (released in Movie Theatres in 2012)

Director of "TO BE CONTINUED" Documentary Film about Naher El Bared camp - Lebanon, funded by "Oxfam" Quebec (Year 2009)

Videographer, D.O.P, Sound, and Editor for the Documentary Film "Homeland" by Nigol Bezijian for "Think Plus Prod." (Year 2008)

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, 2019) 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	Senior Research Analyst	ARK GROUP DMCC
	- Responsible for the design and implementation of quantitative research. - Conducted Tier 1 TAAs in Iraq, Syria and Lebanon. - 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. - Conducted survey of local governance structures in southern Syria.	
'08 – '16	Senior Research Analyst	PURSUE LTD
	- Developed Random Grid Sampling (RGS) sampling method for use in environments where population data is limited, as in refugee camps. - Conducted final evaluation of USAID-OTI small grants and US police programmes in Lebanon - Designed DFID interventions in Palestinian refugee camps based on survey data. - Conducted living conditions survey of Palestinian refugees from Syria in Lebanon. - Conducted large sample surveys in target areas of USAID programme seeking to alleviate tensions between Syrian refugees and Lebanese host communities. - Conducted survey of Lebanese perceptions of the security forces to assist HMG planning. - Conducted a survey study of smuggling along the Lebanese-Syrian border.	

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

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 UN 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.

ANNASOPHIA GALLAGHER – M&E Lead

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 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.

EDUCATION2012 - 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

EVALUATION MANAGER – NUDGE.CO – DR UMAR TAJ

Research Fellow in behavioural science at Warwick Business School. His interest lies in helping public and private institutions apply the latest insights from behavioural economics and neuroscience to improve decision making. His current projects span the domains of tech, health, finance, security, politics and education. Umar is the founder of Nudgeathon™ - a crowd-sourcing platform in which diverse teams of stakeholders come together to find behavioural solutions to social problems. He is also the founder of Behaviour Insight™ - a tech-based behaviour change solution that systematically identifies barriers to behaviour change and guides the user to develop successful interventions. He delivers regular facilitation workshops and has provided his service to over 50 global institutions.

Jun '12 – Present **CHIEF BEHAVIOURAL CONSULTANT** **GALLUP PAKISTAN**

- Established and managing the Behavioural Insights Unit in Gallup Pakistan
- Set up the first Consumer Behavioural Science Lab in Pakistan
- Support Global R&D initiatives among Gallup International Affiliates
- Design and implement custom surveys and analyse and interpret findings

Sep '14 - Present **FOUNDER** **NUDGEATHON**

Nudgeathon is a crowd-sourcing platform founded by Umar in which diverse teams of students (drawn from universities all over the world) and other stakeholders come together to learn about a specific social problem in its context, to discover how to apply behavioural insights, and to use their new knowledge to find solutions to the social problem.

- Example issues addressed include: Consumer under-saving; reducing misinformation and negative information on social media; reducing plastic bottle litter and encouraging youth to volunteer

Dec '15 – Present **FOUNDER** **BEHAVIOUR INSIGHT**

Behaviour Insight is a dynamic and evidence-based behaviour change solution that systematically identifies barriers to behaviour change and guides the user to develop theoretically informed interventions.

- Identifying behavioural barriers for the use of mobile money in Pakistan – nationally representative sample. Client: World Bank
- Identify barriers for people not thinking about their Future Care Needs – online sample of 1,500 people. Client: Design Council, UK
- Identifying behavioural barriers for recruitment of vulnerable youth in vocational training - 53 in-depth interviews were carried out. Client: UNDP Pakistan

TEACHING

LSE Executive MSc in Behavioural Science: Co-teaching the module 'Behavioural Decision Science'

LSE Executive Short Courses & Summer School: Co-teaching the module 'From Behavioural Insights to Strategic Decision Modelling' and 'Changing Minds, Behaviour and Decisions'

Warwick Business School: Co-teaching the Executive MBA course 'Behavioural Science for Managers'

CURRENT RESEARCH

- Using social cohesion as a measure to evaluate the success of interventions aimed at countering violent extremism in Pakistan. Client: UNDP; Grant: £50,000
- Identifying the deep structure involved in behaviour change to develop a behaviour-centered design approach. Client: WBS Internal
- Increasing social cohesion by exposing people to diversity in public spaces through the use of Virtual Reality. Client: World Bank

EDUCATION

2012 - 2017 University of Warwick, Behavioural Science **PhD**

2011 - 2012 London School of Economics & Political Science, Decision Science **MSc**

2006 – 2010 University of Warwick, (Mathematics, Operational Research, Statistics, Economics) **BSc**

FRANCES GIRLING – EVALUATION LEAD (IMPACT INITIATIVES)**REACH Country Coordinator, IMPACT Initiatives**

Jordan, August 2018- Present

- Responsible for leading IMPACT's mission in Jordan, managing a team of international and national staff implementing a portfolio of up to six projects at a time.
- Responsible for overseeing all aspects of project cycle from research design and inception, through data collection and analysis, to final reporting.
- Responsible for developing relations and projects for a range of donors and clients.
- Designed mixed-methods research projects using a variety of quantitative and qualitative approaches from nationwide, randomised samples through to purposive key informant interviews.
- As coordinator of a monitoring project inside Syria, remotely managed data collection teams.

REACH Assessment Officer, IMPACT Initiatives

Jordan, August 2017- August 2018

Assessment Officer responsible for the management and implementation of IMPACT and REACH assessments and research projects in Jordan, including design of research methodology, preparation of TORs and data analysis framework, design of data collection tools (qualitative and quantitative), oversight of the data collection process in coordination with the senior field coordinators, lead on data analysis and reporting, and presentation of findings to relevant stakeholders, as well as support to the Country Coordinator in project development and donor engagement. Specific projects included:

- **IMPACT 'Surge' support, Lebanon** - One-month deployment to implement an area-based assessment as part of the IMPACT AGORA Initiative in Saida.
- **ECHO Protection Consortium – Assessment Officer** representing IMPACT as the non-implementing M&E partner in a protection consortium focused on assisting vulnerable Syrian refugees to access their legal and civil documentation. Responsible for managing IMPACT's work, notably; the independent baseline assessment and other ad hoc research, support to the consortium's M&E processes through co-leading the M&E steering committee meetings and developing the M&E plan (including tools and sampling framework), partner capacity building, support to donor reporting.
- **Open Society Foundation Legal Needs Empowerment Study** – Responsible for managing the research cycle of this nationwide representative study into the legal needs of Syrian refugees and vulnerable Jordanians on behalf of a consortium of legal aid organisations. Role included the design of qualitative and quantitative tools, oversight of data collection, lead on analysis, and focal point for donor engagement.
- **USAID Civic Initiatives Support Programme Evaluation** - REACH provided qualitative data services to support a wider aggregate-analysis of improvements made through the CIS programme. Oversaw the design and data collection of qualitative research as well as lead on analysis and reporting.
- **UNDP Jobs Make the Difference Conference** - Responsible for drafting the conference report and development of the JMD Action Agenda.

Research and Projects Officer, Mokoro Ltd.,

UK, September 2015 – July 2017

Responsible for providing research and coordination on consultancy assignments for this international development not-for-profit consultancy and cooperative. Includes managing framework agreements with the EC and DFID. Specific research and responsibilities included:

- **Research Analyst - Mid-Term Evaluation of the McGovern-Dole supported WFP School Feeding Programme in the Mid and Far Western Regions.** Part of a 4-person team, responsibilities include participating in the team workshop and Bangkok Regional Bureau inception briefings, coordination with the country office on data gathering, and undertaking data and portfolio analysis as well as support to the drafting of all final deliverables.
- **Junior Expert - Evaluation of the 11th European Development Fund (EC).** Part of a small team working closely with the Team Leader. Responsibilities include drafting country dossiers, conducting high-level interviews, quantitative analysis of commission data, document mapping and analysis with specific inputs

to the Overseas Countries and Territories (OCT) components of the evaluation.

- **Researcher – WFP Country Portfolio Evaluation 2011-2015, Sri Lanka (WFP).** Team member working closely with the Team Leader to deliver all reports. Participated in the inception and field visit with responsibilities for the document library, the design and preparation of a synthesis framework of all relevant programme documents, identification of key stakeholders, interview support, design and coordination of the field trip, data collection, analysis and report writing. Specific thematic responsibility for the evaluation of gender sensitive programming and the efficiency and effectiveness of the cash voucher modality in the former conflict-affected provinces.
- **Researcher - Evaluation of Finland's Development Cooperation Country Strategies and Country Strategy Modality (Ministry of Foreign Affairs of Finland).** Research and coordination support to this major, multi-country evaluation. Responsibilities included support to assignment coordination and desk-based research inputs to the Mozambique and Zambia country case study reports, as well as support to the overall synthesis report.

Trustee - Oxford Development Abroad

July 2016-Current

A charity of the University of Oxford which seeks to support student involvement in sustainable development projects through partnering with local NGOs in developing countries. As trustee, contributes to overall strategic direction and providing support to specific projects. Volunteered in Nepal as a student.

Programme Manager, Oxford International Group

January 2014-February 2015

Responsible for the design, coordination and management of a new English language programme for a major

Academic qualifications

MSc Violence, Conflict and Development: School of Oriental and African Studies (2013)

- Modules included: Political Economy of Violence, Conflict and Development; Theory, Policy and Practice of Development; Developmental Issues in MENA; and, Forced Migration. Distinctions in all coursework.
- Extended essay on the protracted Bhutanese displacement in Eastern Nepal.
- Dissertation: The Impact of the 'War on Terror' on the Development of Civil Society in Uzbekistan.

BA Theology: University of Oxford, First class honours (2012)