

## PART A - METHODOLOGY

### Understanding

ARK has been providing UK- and other donor-funded grassroots support to Syrian media activists since 2012, establishing a capable and effective Syrian communications team operating in Syria and Turkey. Throughout this period, ARK has selected, trained, supported and mentored Syrian opposition media activists who share the UK's vision and values for a future Syria, and currently has a **core cadre of 61 well-equipped stringers, robust activist distribution networks inside Syria** and a **highly skilled all-Syrian production team** based in Turkey. ARK has also created the **Basma** ('fingerprint') brand (evaluated very positively in 2014 by both DSTL and i2i), which as a Syrian media production and distribution platform is capable of **directly messaging inside Syria** to promote the moderate opposition and counter regime and Violent Extremist (VE) narratives. ARK/Basma have developed an **extensive network of Syrian grassroots partnerships, been instrumental in supporting the development of delivery platforms**, such as FM radio, using HMG and USG funds, and **delivered appropriate, high quality, impactful media content through TV, FM radio, social media and print material (posters, magazines and comics)**. ARK's Syrian team is supported by a Syrian media monitor and ARK's Syrian-staffed primary research team which provides weekly analytical updates and carries out focus groups for campaign ideas and product testing. **Syrians design, deliver, monitor and evaluate all of ARK's communications projects**. Campaigns undertaken have demonstrably resulted in both attitudinal and behavioural changes.

### Capabilities (Means)

**Project Management** – ARK has a fully staffed project office in Istanbul, and a Syrian media production capability which serves its existing grassroots and C-VE communication projects as well as other HMG programming. ARK also has a well-established pool of Turkey-based Syrian freelancers. The team is led by Hassan Kassem, the Lebanese production manager, with a UK programme manager, Sarah Le Mesurier, providing overall project coordination. ARK's Syrian stringer coordinator and distribution leads are based in Gaziantep. ARK has a fully licenced Turkish delivery vehicle (PPM) and an audited financial track record on Syria programming.

**Project Networks** – In line with HMG objectives to develop professional, independent and self-sufficient local Syrian media organisations, ARK has been a key implementer of a multi-donor effort to develop media platforms inside Syria. ARK's Basma team consists of a networked Syrian team based in Gaziantep, 61 Basma-trained stringers and other partners in Syria and amongst the external Syrian opposition and diaspora, and an all-Syrian production team producing extremely high quality products.

*In its 31 Jan 2014 assessment, DSTL described Basma as "a mature and professional organisation capable of messaging within Syria using its large network of moderate opposition contacts and platforms. Basma acts as a hub around which the moderate opposition revolves... Rebuilding a similar capability would take a number of years, during which the UK would have a severely-limited ability (if not no ability) to message the Syrian people."*

- Through Basma, ARK has **trained and equipped more than 150 activists**, covering topics from camera handling, lighting and sound to producing reports, journalistic safety, online security and non-sectarian reporting. Basma created **closed online groups** for participants, enabling **feedback loops and ongoing mentoring**, with many participants becoming Basma stringers or disseminators. Nine of Al Jazeera's 16 stringers in Syria were originally Basma-trained, demonstrating effective capacity building. A media activist conference hosted by Basma in February 2013 was attended by more than 200 beneficiaries.
- ARK has worked with **14 FM stations** and **11 magazines** based on their values, potential, geographic reach and distribution capacity. They range from political/satirical magazines, to radio stations focusing on Kurdish and women's issues.
- ARK's **distribution network for print products** inside Syria covers **nine governorates** and includes **18 distribution teams**.
- ARK has **trained over 1,400 beneficiaries from some 210 organisations**, and disbursed more than **53,000 pieces of equipment**. This beneficiary network covers liberated, regime- and extremist-controlled areas in Syria's 14 governorates.

Relationships of trust were forged from the start of the revolution and include the Interim Government (IG) Prime Minister (who participated in a training workshop as a dentist from Dayr al-Zawr), Provincial Council (PC) and Local Council (LC) leaders, heads of Syria Civil Defence and the Free Syrian Police (which ARK helped establish in 2013-2014), and an extensive network of civil society and community actors. **More than 30 Syrian media organisations, notable activists, and opposition figures** have submitted messages endorsing ARK and Basma and expressing their desire for its work to

continue. The NC Press Office and IG Prime Minister have formally thanked Basma for its contribution to the revolution, and it is regularly invited to film exclusives and participate in activist forums.

**Brand/Charter** - As noted, ARK has already built the Basma brand and its associated delivery platforms (Facebook, YouTube). Basma has had a charter since its inception, which has been approved by HMG. ARK and Basma staff, freelancers, stringers and trainees all agree to live up to the purpose and values it espouses, and in the past two years, all have abided by its terms. Basma continues to identify partners that share this ethos and a commitment to an inclusive, democratic Syria that rejects sectarianism, extremism and oppression.

### Tasks (Ways)

All 12 activities described in the following Campaigns are specifically designed to be complementary and reinforcing, with key activities becoming sustainably Syrian-run within the lifecycle of this project. **Emphasis will be placed on the importance of inclusiveness (gender and sectarian).**<sup>1</sup>

### Campaign 1 – Bolster the Values and Reputation of the Syrian Opposition

Building on ARK's grassroots programming experience, ARK has developed a three phase, multi-level approach:

**PHASE 1 'Awareness'** - Given the current limitations of the IG, in the initial phase, ARK will focus on the promotion of local, moderate governance initiatives inside Syria through the **provision of communications training** to Local Councils (LCs) and Syrian governance actors and assist them in **developing awareness campaigns for local initiatives**<sup>2</sup>.

*To highlight the importance of individual agency in developing local governance effectively, ARK's stringers, working through their own networks and local governance actors, will also identify individuals working to improve their local community (from very small-scale initiatives such as citizens cleaning up rubble in the streets, to groups in Homs running pre-schools and civil defence teams self-organising in rif-Damascus, for example).*

**Activity 1 – LC Capacity Building:** ARK's monitoring and evaluation of its ongoing communications programming demonstrates that **locally-developed awareness campaigns** are the most effective way of raising the profile of local governance actors. ARK has already provided multiple **media training courses** to the latter, which are now using training to raise awareness of key issues in their own communities (e.g. public safety). Given difficulties of access and the need to use limited resources effectively, this training will either be run online (e.g. through Skype) or carried out by ARK's trained stringers inside Syria. ARK's lead Syrian trainer, Naji Al-Jarf, has already trained hundreds of media activists through Skype and has designed an instructional handbook in Arabic. Each session will be developed with the beneficiary group to tailor it to their needs, focusing on how best to communicate key issues in each community. ARK has already developed communications campaigns and provided media training to the ICSP/AJACS programme, is providing ongoing communications mentoring and support to the Civil Defence programme and is in talks to provide communications support to other HMG-funded programmes such as the Tamkeen local governance programme. ARK's capacity building is now showing sustainability: civil defence teams recently carried out their first self-generated national, multi-team awareness campaign with teams posting images on Facebook bearing the same message; Aleppo Free Police successfully use Facebook as a primary means of communication with local communities and the Idlib Free Police have produced well-received information booklets on FSP/FSA local responsibilities.

**Activity 2:** ARK will provide LCs and civil society groups with its **existing communications material**, further enabling local governance actors to assist local populations at the same time as building their own legitimacy. These materials include UXO posters and booklets, winterisation booklets and civil protection manuals (see images below), as well as templates for informational posters the councils may wish to create. ARK's Arabic-language training guides for communications and M&E will also be provided, creating additional internal capacity building opportunities.

**Activity 3:** ARK will use its **existing widespread communications networks** in Syria and regionally to demonstrate effective, moderate local governance operating in opposition areas, and the importance of individuals acting to support their communities and LCs. ARK's stringers and production team will produce **short news reports** on these initiatives which ARK will then place on local or pan-Arab TV stations and share widely through YouTube and social media;

<sup>1</sup> ARK recommends mainstreaming communications goals across programming to promote synergies and amplify national and local governance relationships and successes through the existing HMG coordination meeting, in conjunction with other implementers.

<sup>2</sup> ARK understands HMG may provide the IG with media support; optimally, the IG would also be included in these trainings.

magazines will feature related articles and radio stations will broadcast interviews, while ARK will continue to work with its stringers and beneficiaries to find new and appropriate delivery methods. ARK will also use its **extensive footage and Electronic News Gathering (ENG) archive** to revisit projects begun over the past two years to chart their progress.

**Activity 4:** ARK will create an **online “Our Problems, Our Solutions” aggregator portal** (see Activity 6 for detail) to provide easy access to these stories, to enable other individuals, communities and LCs to share updates and interact with each other, creating a **growing repository of positive news stories**. ARK will use its existing content (TV news segments, links to magazine articles, documentaries, etc.) to activate the portal and will initially generate a majority of the content; however, the aim is that the first four activities in this campaign will become self-sustaining over the duration of the project and ARK’s direct input will decrease significantly. The portal will be linked to the Basma Facebook page (with over 500,000 likes), partner activist sites, the website of Basma’s radio and magazine partners and the Facebook pages of LC and governance actors ARK/Basma have trained, to increase visits and the site’s overall appeal.

**Activity 5:** ARK will continue to develop a **“Back to Syria” communications strategy** with the IG, as part of their initiative to relocate inside Syria. Over the past two years, ARK’s Syrian staff, particularly Networks Manager Naji Al-Jarf, have developed close relationships with members of the NC and IG, and will continue using these to facilitate and create links between the Syrian political opposition and grassroots constituencies, building the connectivity and understanding that has been lacking between external representatives and internal governance actors.

**Activity 6:** To provide a **unified, coherent narrative** to local and IG initiatives, ARK will link and amplify them through a **nationwide multi-media campaign**. The campaign will use a single slogan (**Our Problems, Our Solutions** tested well in a recent focus group) to demonstrate the effectiveness and potential of moderate, inclusive governance to all parts of the country, particularly regime- and extremist-held areas (directly linking to counter-Assad and counter-extremist programming in Activities 12 and 13, to the separate ‘Undermine’ C-VE programme, and to communications support to the Moderate Armed Opposition). This will potentially include physical and online poster campaigns, animations, intra-programming (‘filler’) TV broadcasts and a longer format documentary, with the range of media ensuring that areas across Syria are targeted effectively. There will be communication ‘surges’ around key dates in the revolution, Syria’s history and the international community (i.e. International Women’s Day).

**PHASE 2 ‘Request’** will link the IG directly with these local initiatives and provide Syrian citizens with a means through which to engage directly with opposition governance, building accountability and creating a “new normal” in civilian expectations of opposition governance actors.

**Activity 7:** ARK will create a forum for LCs to communicate their needs to the IG and provide a mechanism for the IG to respond. This platform will be developed in conjunction with the IG, and could range from simple Facebook interactions initially, to radio phone-ins or half-hour television broadcasts.

**Activity 8:** ARK stringers, working with LCs, PCs and civil society organisations, will follow up on IG responses and promises of assistance to hold the IG to account, producing TV news broadcasts to chart impact.

**PHASE 3 “Sustainability”**. During this phase, ARK will ensure that the capacity building carried out and mechanisms put in place in the initial two phases enable LCs to effectively run these communications networks and obtain IG buy-in.

**Measures of Effectiveness.** ARK will measure performance and effectiveness using the following indicators:

Phase 1: Local governance actors have improved outreach capabilities	Number of outreach activities conducted by LCs and local governance actors, disaggregated by type to ensure an effective mix of online, in-person and print-based media
	The extent to which LCs use and adapt proven messaging strategies, as assessed through monitoring their outreach campaigns online and via interviews with key stakeholders
Phase 1: Citizens in target areas are aware that there are functioning local governance entities in their areas	% of population in target areas that has been exposed to and capable of recalling positive campaign messages as ascertained through interviews with a sample of citizens or a population survey
	% of population indicating that local governance entities’ performance is improving, assessed through population survey and/or monitoring social media
	Increase in citizens utilising local governance entities (e.g. visits to Free Police stations, requests for LC waste management services, etc.) reported by governance entities

Phase 1: Citizens in Syria are aware that moderate opposition governance actors are serving citizens in some areas	% of population surveyed that has been exposed to information about local governance entities, and % of population indicating that local governance entities performance is improving, assessed through population survey and or monitoring social media
	Increase in independent media coverage and public online discussions about local governance entities throughout Syria ascertained through media and social media monitoring
Phase 2: Local governance entities utilise the IG platform	Number of requests from local governance actors made via the platform
	Number of times IG successfully delivered on requests, as reported by key stakeholders and stringers
	Number of reports in independent media coverage and public online discussions about IG effectively delivering as ascertained through media and social media monitoring
Phase 3: Training builds in-country capacity	Number of training events held by local media trainers as reported by key stakeholders
	Number and quality of outreach activities delivered by LCs and groups who attend trainings

### Campaign 2: Undermine the Assad Regime’s Core Narrative and Legitimacy

The “Our Problems, Our Solutions” line of effort (above) will form a key part of this campaign, as ARK research and programmatic experience have shown that positive messaging generates the greatest effect across **all audiences**.

**Activity 9:** A key part of this line of effort will be increasing access to regime-held areas to communicate the “Our Problems, Our Solutions” message to counter regime narratives.

**Activity 10:** ARK will produce a multi-media campaign that runs for the length of the programme exploring different aspects of the failures of the Assad regime (economic collapse, corruption, international isolation, destruction of territorial integrity, loss of cultural, religious and historical assets, state-sponsored terrorism, the rise of ISIL, the displacement of the population, etc.), documenting individual and community struggles with these issues, and contrasting them with current efforts to build a Free Syria. As above, this campaign will be informed by ARK’s research capability and designed by ARK’s Syrian production team and will be responsive to events on the ground. As in Activity 1, dissemination directly into regime-held areas will be a key focus; however, distribution will also take place across opposition areas and media platforms to remind the Syrian population – many of whom are exhausted by years of conflict – why their struggle is worthwhile. Key indicators of success for this phase will be:

Throughout the country, Syrians remember that they launched the revolution because the Assad regime failed Syria	% of population in target areas exposed to messaging as ascertained through polling or interviews with impartial community stakeholders
	% of population in target areas that recalls campaign theme as assessed in population survey
	% of population exposed to campaign that believes regime failed as ascertained in a population survey
	% of population exposed to campaign that believes that Free Syrian institutions are functional and preferable as ascertained in a population survey

### Campaign 3 - Contribute to Counter Violent Extremism (C-VE).

**Activity 11 ‘Syrian Identity’:** Having successfully delivered these aspects of programming for the past two years, ARK has developed a wide range of products, from radio series on Syrian culture to specially composed songs, which it will re-broadcast, **focusing on increasingly diverse and harder to reach audiences** by further expanding ARK’s distribution network. Re-using campaign products provides messaging continuity and encourages Syrians to persist with the revolution, as well as providing HMG with value for money. The dissemination plan created for these products will be linked to activities in Campaign 1 to further amplify its messaging, particularly around key themes such as gender and sectarian inclusiveness. There is expected to be additional, limited production for these campaigns to ensure their relevance and responsiveness to current events.

**Activity 12 ‘Free Syria’:** ARK already has an extensive multi-media product range for Civil Defence and the Free Police, as well as a national-level campaign ‘At Your Service’, promoting wider local governance efforts and collaboration. ARK will focus on **amplifying** the appropriate products to new target audiences, as in Activity 11, and will also develop new products. At the local level, ARK will provide ongoing communications support to these groups highlighting wider public service provision and broader developments in civil society as outlined in Campaign 1. Key performance indicators will

include the percentage of the population that believes that violent extremists are imposing foreign ideologies and that Free Syrian institutions are functional and preferable. The extent to which independent media and social media echo campaign themes will also indicate effective reach, resonance and impact.

## Delivery

As described above, **the majority of the project's effort will be focused on the Syrian-led development and delivery of media products to Syrian audiences, and through further capacitation, the sustainability of those efforts.**

**TV and social media:** ARK has provided regular branded and unbranded content to key Syria-focused satellite TV channels such as Al Jazeera, Al Arabiya, BBC Arabic, Orient TV, Aleppo Today, Souria al-Ghad, and Souria al-Sha'ab since 2012. In 2014, ARK placed a monthly average of 20 branded and un-branded Syria reports – voxpops, animations, ENGs, public service announcements and other formats. Through its ongoing engagement and its Syria media usage and target audience analysis, ARK has an understanding of audience, narratives and editorial preferences, enabling optimal placement and ensuring effect. **Basma's Arabic Facebook page has over 500,000 followers and a significant YouTube presence.** While social media is useful, ARK does not rely primarily on these audiences as they are frequently outside Syria (particularly given intermittent power and internet availability in many areas) and tend to self-select (resulting in 'preaching to the converted'). Posting positive messages does increase the likelihood that a product will be shared and seen by all target audiences. TV and social media have the largest audiences; however, impact (as opposed to reach) can be harder to measure and audience demographics harder to verify.

**Print products:** Through its monitoring and evaluation of print products, ARK has been able to assess attitudinal changes and the precursors to behavioural changes and has identified that **print remains an effective, targeted communications mechanism.** ARK's distribution network for print products inside Syria covers **nine governorates** and includes **18 distribution teams.** From the six months to October 2014, ARK's teams distributed **668,600 print products** inside Syria including flyers, informative booklets, activity books and other campaign-related materials, as well as C-VE posters, including in ISIL-controlled areas. ARK also regularly places targeted products across a network of community magazines with a presence in 10 governorates and FM radio stations in seven governorates which speak directly to local communities.

**Community-Driven Delivery:** ARK also works with local beneficiaries to develop activities and events around product delivery, such as Civil Defence teams and the #SOSAleppo team which go into schools to provide briefings on UXO. ARK is currently working with civil society organisations such as Magic Caravan to develop products for children, and exploring ideas for **mobile cinema screenings.** ARK stringers frequently cover such events, further amplifying their effect. ARK will also explore the development of an **Our Problems, Our Solutions App** linked to the portal, allowing people to directly upload images and information on projects. This would both promote the projects and provide new stories for stringers to cover in more depth.

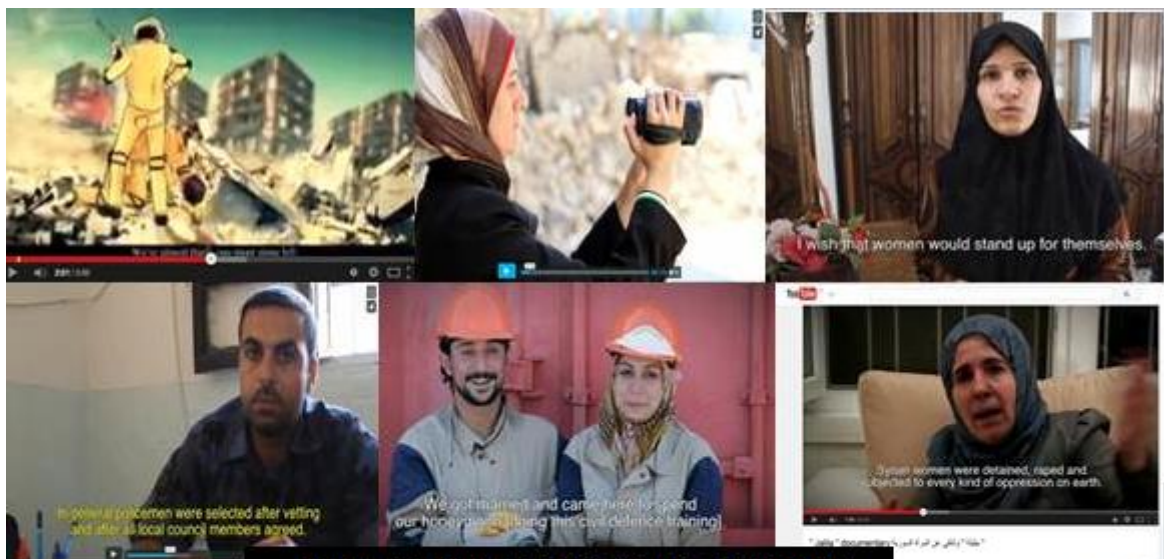
**If ARK is awarded both the Grassroots and CVE tenders, it will be able to provide cost savings by using the same production and delivery platforms, freeing up resources to be reprofiled to activities and campaigns.**

## Outputs

ARK's programme and joint Syrian-international Monitoring and Evaluation teams track production metrics to ensure that material is high quality and delivered in a timely manner. Drawing on an in-house Syrian-staffed Focus Group Unit and a database of 800 Syrians, ARK uses focus groups to test the resonance of media and messages with specific target demographic groups prior to dissemination. During and after campaigns, the M&E team collects and analyses qualitative and quantitative data (including media and social media monitoring, public attitudes surveys and interviews with key stakeholders and organisational representatives) to measure the reach and impact of products and campaigns, by assessing the extent to which agreed-upon and emergent indicators of attitudinal and behavioural changes have been met. ARK also works with its Gaziantep-based field research partner, the Syrian Research and Evaluation Organisation (SREO), to identify attitudinal and behavioural impacts using qualitative data from interviews in targeted locations within Syria. ARK Communication's MoE reporting on its projects has previously been **included in briefings to the Prime Minister.**

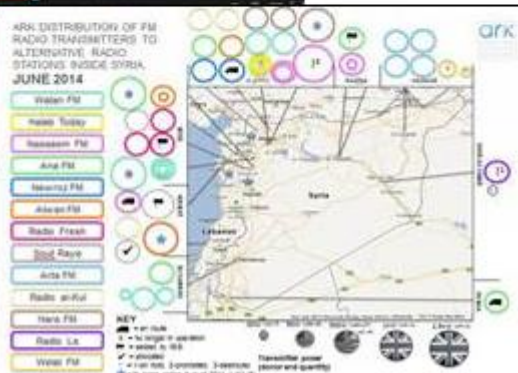
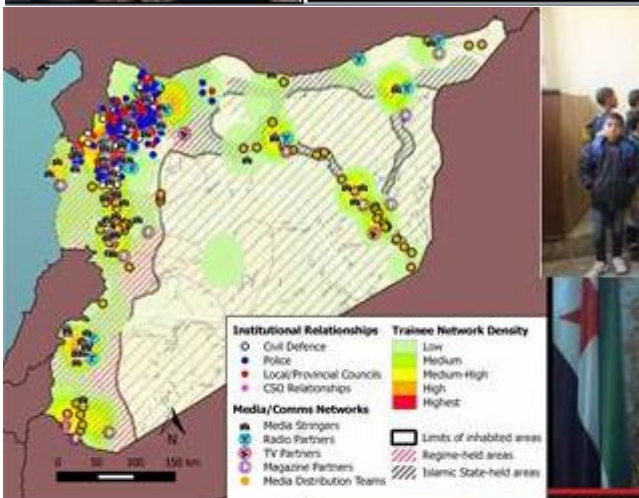
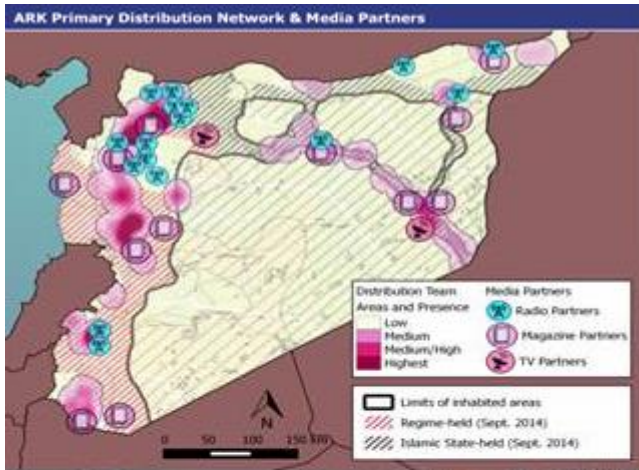
l2i's independent evaluation of Basma's social media presence in mid-2014 concluded that *Basma's "Facebook and YouTube sites have comparable performance to some of the most popular and relevant political organisations on the Internet".*

**POINT OF CONTACT:** Jeremy Taylor: JCT@arkfzc.com



**FILM / ANIMATION / STILL IMAGES**









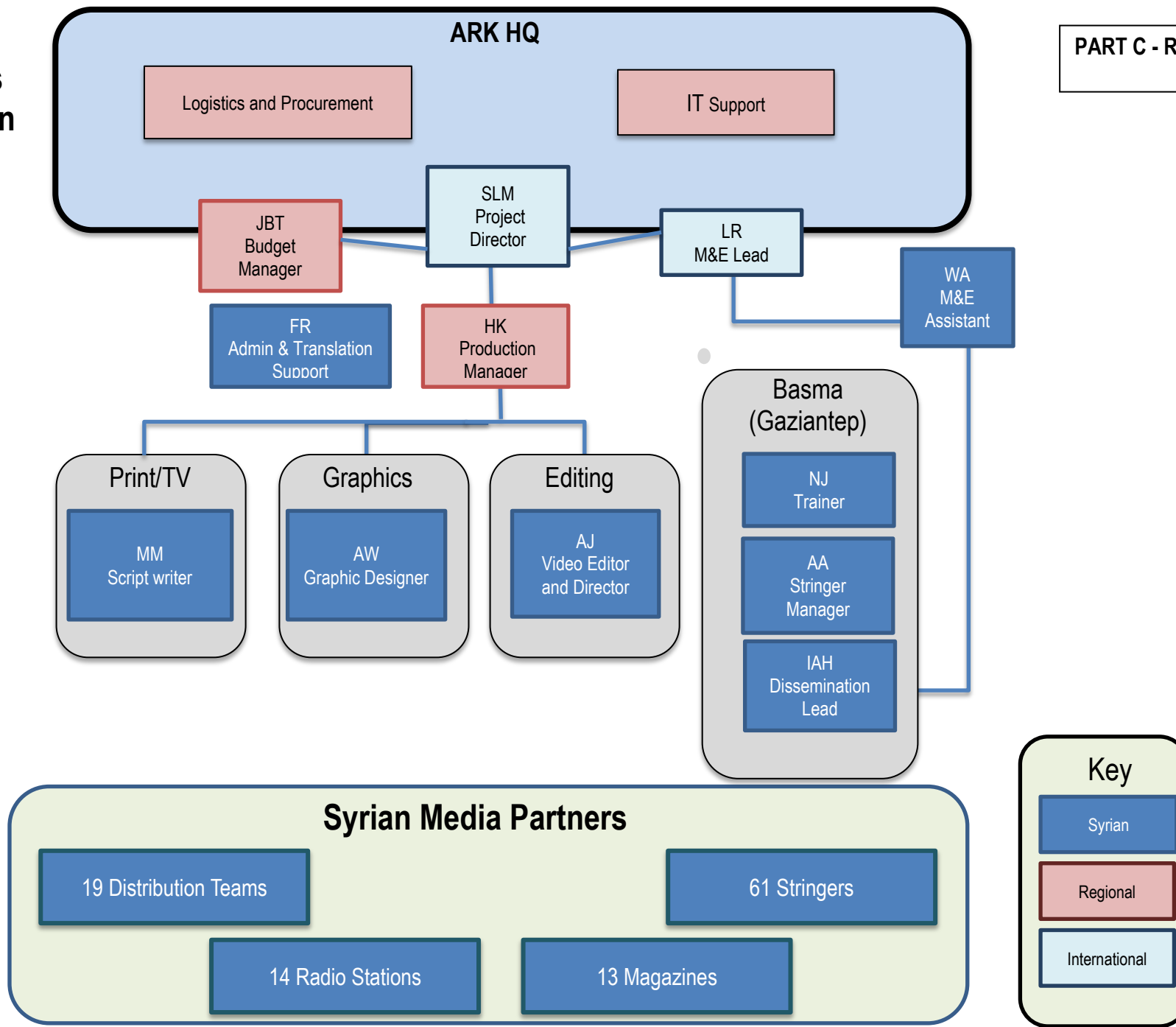
## PART B – TECHNICAL AND QUALITY DELIVERY

NATURE OF RISK (OPERATIONAL)	LOCATION	LIKELIHOOD	IMPACT	RISK (likelihood x impact)	RISK OWNER	RISK MITIGATION
Loss of Turkey-Syria border crossings to control of Violent Extremist (VE) actors	Syria/ Turkey	High	Medium	High	ARK HMG	-ARK's existing networks of stringers and distributors in Syria are resilient and self-sufficient, with a track record of working safely and efficiently in VE-controlled areas and navigating unofficial border crossings to access training and supplies. -ARK's concept emphasises virtual training platforms, the use of its existing network of trained stringers and local procurement, reducing dependency on supply lines to Turkey.
Loss of in-Syria networks' access to the Internet	Syria	Medium	High	High	ARK	-Existing networks already well-equipped with Tooway Internet devices; programme can adjust quickly to provide additional devices and airtime through current suppliers. -ARK's network of stringers is highly resourceful and includes trained trainers who can provide in-country training and support should virtual training prove impossible.
Targeted physical attack by VE or regime elements against activities or networks (including kidnapping)	Syria	High	Medium	High	ARK HMG	-ARK coordinates closely with HMG, other friendly governments and implementers to gather and exchange threat information and adjust programming accordingly. -The ARK Networks Manager maintains daily communication with stringers and distributors to assess threat levels, design responses and inform contingency plans. -Stringers have received security training (including on conduct after capture) and unattributable equipment. -Networks are cellular and can adapt to the loss/disruption of individual elements. -Networks developed through other ARK programmes can be mobilised as added redundancy.
Targeted physical attack by VE or regime elements against staff (including kidnapping)	Turkey	Low	High	Medium	ARK HMG	-ARK coordinates closely with HMG and other friendly governments and implementers to gather and exchange threat information and adjust programming accordingly. -ARK bilaterally and through HMG maintains transparent relationships with the Turkish government including security coordination with the Gaziantep Governor and police. -ARK maintains a discreet physical presence in Istanbul and southern Turkey and updates its posture regularly (moving its Gaziantep media office to a low-profile location in November 2014).
Loss of operating space to expanding zone of VE control in Syria	Syria	High	Low	Medium	ARK	-ARK has existing networks in VE-controlled areas that operate safely, efficiently and discreetly, and in the event moderate opposition support is unfeasible, the programme will shift emphasis to LOE 3, contributing to CVE through increased production and activities in ISIL-controlled areas.
Trainees use new skills to support ethnic division	Syria	Low	Medium	Medium		-ARK's media charter clearly states that all training beneficiaries must abide by principles of inclusion and representation. -ARK carries out extensive follow up and media monitoring in Syria, enabling oversight of beneficiary activity.

Seizure/loss of programme equipment to regime or VE actors	Syria	Medium	Low	Low	ARK	<ul style="list-style-type: none"> <li>-ARK uses its research, stringer, beneficiary and distribution networks to maintain elevated and constant situational awareness to avoid distribution of equipment into highly contested or high risk areas. Through current programming, ARK stringers already have equipment in place (reducing risks associated with moving new equipment). ARK uses technology to reduce threats, including fail safes on FM radio equipment.</li> <li>-ARK has multiple distribution networks to adapt to local conditions and prevent equipment capture.</li> <li>-ARK provides robust SOPs to in-Syria associates which mandate the movement or disabling of equipment in the event of imminent seizure by regime or VE actors.</li> <li>-Grassroots concept does not include provision of high-value equipment.</li> </ul>
<b>POLITICAL RISKS</b>						
<b>ARK'S CEO and Country Manager, both former diplomats, supported by senior Turkish staff, maintain relationships of trust with the Turkish government in Ankara</b>						
Decrease in Government of Turkey support for Syria support programmes/ implementers	Turkey	Low	High	Medium	HMG ARK	<ul style="list-style-type: none"> <li>-ARK's corporate presence in Turkey (through a fully licensed Turkish company) was coordinated with the MFA and Gaziantep Governor, and enjoys enduring MFA support.</li> <li>-ARK works closely with HMG to be transparent with the Turkish authorities about the nature of the programme, to maintain GoT buy-in.</li> <li>-In extremis, ARK has the corporate ability to re-deploy programme to other locations in the region (e.g., Amman, Erbil, Dubai, Beirut) through a network of partner companies and delivery vehicles to maintain operational continuity.</li> </ul>
Anti-Syrian sentiment results in non-permissive environment for Syrian programme staff and beneficiaries	Turkey	Low	Medium	Medium	ARK HMG	<ul style="list-style-type: none"> <li>-ARK has an established relationship with the Governor of Gaziantep (where anti-Syria sentiments are strongest) and has secured his support for ARK's presence.</li> <li>-ARK has a track record of successfully managing the Baytna Syrian civil society centre and Basma media office, both in Gaziantep, including through liaison with local police, thus ensuring safe and secure programme delivery.</li> <li>-In extremis, ARK has the corporate ability to re-deploy the programme to other locations in the region (e.g., Amman, Erbil, Dubai, Beirut) to maintain operational continuity.</li> </ul>
<b>ORGANISATIONAL RISKS</b>						
<b>ARK has an in-country IT team led by a former British Military Communications and IT security professional as well as dedicated media monitoring capability</b>						
Electronic attack leading to loss/theft of data	Syria/ Turkey/ World-wide	High	High	Medium	ARK	<ul style="list-style-type: none"> <li>-ARK has demonstrated low vulnerability to repeated attempts to penetrate its systems, by using top of the line dark-cloud internet technology including automated audit log monitoring, intrusion detection and prevention, and vulnerability scanning. This technology will be applied to all IT-related programme activities including the news aggregator under development.</li> </ul>
Concerted reputational attacks against the programme or its implementer	Syria/ World-wide	Medium	Medium	Medium	ARK HMG	<ul style="list-style-type: none"> <li>-ARK and HMG to agree public lines to describe the programme if needed. ARK and HMG together assess visibility and branding of communications campaigns and major products.</li> <li>-ARK corporate structure (with other vehicles used to handle sensitive topics such as CVE research) provides a firewall against reputational 'bleed-across'.</li> </ul>

# ARK Grassroots Organisation Chart

PART C - RESOURCE



## CORE PROJECT TEAM

### **Sarah Le Mesurier**

*UK Citizen*

**Proposed Input** - Sarah currently heads ARK's Communications Programme, working with a fully Syrian creative team to ensure that content developed is aligned with HMG objectives, responsive to events in Syria and production is effective and delivery timely. She will continue to ensure that content development, production and distribution maximise message impact, particularly through innovative and extended distribution methods, and that this is then measured and assessed effectively. She will also ensure that as many areas of this project as possible transition to being fully Syrian-run and sustainable by the end of the project, as well as working with the UK to further Canadian and other resource burden sharing.

**Added value** – Sarah's familiarity with existing Grassroots activities, her thematic expertise, project management experience and passion for the project will enable new campaigns and activities to be started immediately. Since taking on her current role, she has increased the re-use of ARK's extensive communications archive and identified ways to target additional audiences, to maximise impact and achieve value for money for HMG. She also designed and delivered the successful local, regional and international strategic communications campaign to support Syria Civil Defence. Sarah has thematic expertise both from her work on capacity building projects for local and national media sectors, as well as her years as a journalist and analyst in conflict zones. She has strong management experience, having spent five years running complex, sensitive, security-related projects in the region. Sarah has worked across the Middle East and North Africa, and has lived and worked permanently in the region since 2002. She has been with ARK since 2013, providing support across its programmes.

### **Relevant Experience**

**July 2008 – December 2011**

**Director, Good Harbor Consulting**

**Abu Dhabi, UAE**

Working with Good Harbor chairman Dick Clarke, former US National Coordinator for Security, Infrastructure Protection, and Counter-Terrorism, Sarah ran three complex projects focused on long-term security initiatives.

**March 2005 – Jan 2006**

**Consultant/Analyst, International Crisis Group**

**Amman, Jordan**

Researcher and principal author of report: 'Jordan's 9/11: Dealing with Jihadi Islamism' for policy think-tank International Crisis Group.

**December 2004 – March 2005**

**Spokesperson, Iraq Out of Country Voting Programme / IOM**

**Amman, Jordan/Baghdad, Iraq**

Developed media and strategic communications policy with senior management in Amman and Baghdad, and coordinated media operations across the Middle East and Asia.

**Feb 2004 – February 2005**

**Editor and Trainer, Institute of War and Peace Reporting**

**Baghdad/Suleymaniah, Iraq**

Worked with trainee journalists across Iraq to develop their core skills and to create an independent, high quality media sector in Iraq. The challenges faced by local and international IWPR staff and trainees while running this project provided a unique insight into the dynamics of the Iraqi conflict.

**February 2002 – Jan 2004**

**Co-Managing Editor, The Palestine Israel Journal of Politics, Economics and Culture**

**Israel/Palestinian Territories**

Co-managing editor of a jointly Israeli-Palestinian quarterly focusing on conflict resolution.

### **Education**

**1998**

**University of St Andrews, UK.** Masters Degree, Joint Honours, Modern Languages, Degree Class 2:1

**Languages:**

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

**Currently working on existing UK-funded Strategic Communications projects**

## **Hassan Kassem**

*Lebanese/Belgian citizen*

**Proposed Input** - Hassan is currently ARK's production manager, directing a team of six core staff and multiple freelancers. Using his own technical media skills and experience, he provides practical assistance to a broad range of moderate Syrian opposition media activists, including the multi-media platform Basma, and oversees daily creative, production and distribution issues. Under his guidance, the quality of ARK and Basma's production has increased exponentially, with ongoing diversification into animations, songs and long-form reports, while his experience in news and live broadcasts ensure rigorous adherence to deadlines and budgets.

**Added value** – Hassan already manages a passionate, creative, highly skilled production team, strong networks of stringers and distributors throughout Syria and close relationships with print and broadcast media. His experience over the past year has given him a detailed knowledge of both the Syrian freelance market and market rates for creative products, and he has repeatedly proved able to commission highly skilled creatives to work to short timeframes and produce excellent work on a limited budget. He also has a detailed knowledge of the media scene in the Middle East and is very aware of audience responses to different product types and messages, believing firmly in the value of positive messaging. Hassan has ten years experience in media production and communications, having worked in his native Lebanon as a journalist and television news and documentary producer prior to joining ARK. From 2011 to 2013, his production work there focused on the Syrian conflict and its consequences; prior to this, he had focused on a wide variety of subjects, from the Lebanese political environment and freedom of speech to popular entertainment shows, honing his ability to appeal to a wide variety of audiences.

### **Relevant Experience**

**Oct 2008 – Oct. 2013**

**Beirut, Lebanon**

**TV producer, Future TV, Al Jazeera**

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.

**Dec 2008 - Jan 2009**

**Beirut, Lebanon**

**Executive Producer, Nahr al-Bared Civil Advocacy Committee**

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

**Oct 2006 – Oct 2008**

**Beirut, Lebanon**

**Writer and Producer, Future TV**

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.

**Dec 2005 – Sep. 2005**

**Brussels, Belgium**

**Arab Cultural Centre**

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

### **Education**

**2005**

**Université Libre de Bruxelles - Faculty of Sciences (Belgium):**

License in Computer Science

**2003**

**Université Saint Esprit de Kaslik.** Bachelor's Degree in Computer Sciences

**Languages:**

Native Arabic, fluent English and French

**Currently working on existing UK-funded Strategic Communications projects**

## **Naji Al Jarf**

*Syrian Citizen (Hama)*

**Proposed Input** - Naji has worked with ARK/Basma for two years, and currently heads up the Basma media team in Gaziantep, coordinating stringers and distribution networks, overseeing Gaziantep-based production, and building Basma's networks with civil society organisations, print and broadcast media and political groups, a role he would continue under the new contract. Naji will also continue to be the ARK/Basma interface with the National Coalition and Interim Government, meeting with them on a regular basis to look at boosting their communications efforts inside Syria and providing communications mentoring and training support.

**Added Value** – Naji's existing networks and contacts with the moderate political opposition and within activist networks in Syria are unrivalled and ensure that ARK can immediately start work on its proposed activities to bolster the moderate opposition, building on relationships of trust developed since the start of the conflict. Since the outbreak of the Syrian revolution, Naji has been working as a dedicated media activist, initially inside Syria and since 2012 from Gaziantep. He has trained hundreds of activists to be citizen journalists and provides ongoing mentoring and support to Basma's core stringers to improve their skills and coverage, as well as providing media training to local governance groups, including using Arabic-language training guides developed by him. Under the activities ARK proposes, he will use his skills and experience to assist local councils develop their own media capability. Prior to the revolution Naji worked as a media professional in both print and broadcast. Having always been politically active, in 2010 he began training Iraqi citizen journalists in Damascus as part of an Iraqi programme to develop a free and independent media in Iraq.

### **Relevant Experience**

**2012 – 2014**

**Gaziantep, Turkey**

**Managing editor of Hentah Magazine**

Independent publication with distribution in opposition and regime held areas.

**2012 – 2013**

**Gaziantep, Turkey**

**Conflict Journalism Trainer, Basma**

Media skills and personal safety trainer for citizen journalists in conflict zones. Trained multiple Basma stringers.

**2010 – 2011**

**Damascus, Syria**

**Conflict Journalism Trainer, Maarroof Co**

Media skills and personal safety trainer for journalists in conflict zones. Work was carried out for a citizen journalist programme for alternative Iraqi media.

**2009 – 2010**

**Managing editor of architecture and real-estate magazine**

**Damascus, Syria**

Overseeing budgets, distribution, creative content and production for a high-end, glossy magazine

**2008 – 2011**

**Manager, Version 4 Media Production Company**

**Damascus, Syria**

Responsible for all aspects of daily running of a media production company, including scheduling, budgets and human resources.

**2007 – 2010**

**Damascus, Syria**

**Manager at Qirnas Media Production Company**

Oversaw all areas of production, including creative content, contracting freelancers and negotiations with distributors.

**2006 – 2007**

**Abu Dhabi, UAE**

**Editor, Attfal Al Yaom (Children of Today) Magazine**

Commissioning articles, editing content and developing production schedules.

### **Education**

**2006 Damascus University.** Diploma in Philosophy, Literature Faculty

**Currently working on existing UK-funded Strategic Communications projects**

**4. YES. ARK understands the potential risks and has the knowledge and experience to develop an effective risk plan for its staff. ARK has the capability to manage its Duty of Care responsibilities throughout the life of the contract.**

**5. YES. ARK is prepared to work collaboratively with other HMG implementing partners when required.**