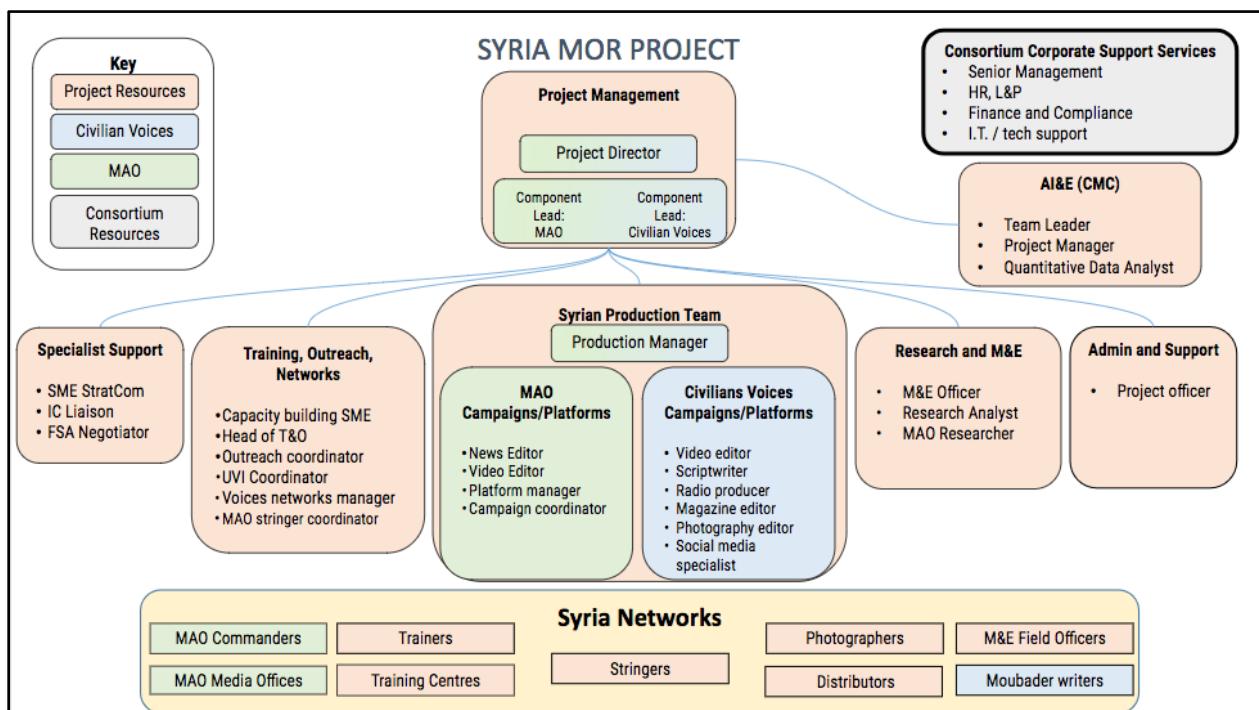


The consortium's project team is composed of highly experienced staff. Many have already been working on the implementation of ARK and TGSN's existing strategic communications projects; others will join the MOR project bringing extensive experience of Syria programming, strategic communications, media production and M&E. The core team, principally based in Istanbul, will also be able to draw on the skills and experience of other staff from across ARK, TGSN and CMC - an extensive network with a diverse set of capabilities that is able to surge or flex resources at short notice to support project delivery.

ARK employs an experienced team of stabilisation, communications and development professionals with extensive programme and project management experience in fragile and conflict-affected environments. ARK has regional offices in Turkey, Lebanon, Jordan, and Dubai, and has run projects for multiple governmental donors in countries including Yemen, Syria, Lebanon, Jordan and Bahrain. Project staff at the regional level have direct experience implementing conflict resolution and reconciliation programming that forms the backbone of ARK's expertise in this field, and in remote programming. Complementary skill sets ensure that ARK programmes take full advantage of human resources capacities and synergies, reducing costs and enabling rapid, effective implementation. **TGSN** is a worldwide network of policymakers and practitioners with regional offices in both Jordan and Turkey, whose members are working on projects across the Middle East, Somalia, Pakistan and Nigeria. Its dedicated project team are all fluent Arabic speakers with varied backgrounds—including in the FCO, military, journalism and government communications—that complement each other and support a holistic approach to implementation. **CMC** will allocate three core team members to the AI&E strand of the project, including a project manager in Turkey. Beyond the core team, CMC draws on skilled and highly experienced in-house staff (located *inter alia* in Egypt) as well as a global roster of associates and consultants. CMC is able to scale swiftly and effortlessly to adjust to increased demands. CMC monitors risks on a rolling basis, including the need to source additional staff with differing profiles.

PROPOSED PROJECT ORGANIGRAM



Firas Budeiri

Proposed role: Project Director

Current position: Levant Programme Director, ARK

Proposed Input: Firas will serve as the Project Director, drawing on the consortium's corporate resources to support the project strand leads, ensure coordination and provide quality assurance to the overall project whilst ensuring contractual compliance.

Added Value: Firas has more than fifteen years of experience in implementing and directing projects related to conflict, security, stabilisation and peacebuilding. He has worked with well-known international organisations such as CARE, Save The Children, IOM and the Danish Refugee Council, which has provided him with hands-on international development experience in the Levant, including in Syria. As ARK Group's Levant Director, he supports the project with a strategic view of programming within Syria and the wider region.

Julia Mills

Proposed role: Component lead, Civilian Voices strand

Current position: Project Manager, Grassroots (HMG)

Proposed Input: Julia will lead the Civilian Voices strand, working alongside the MAO strand lead to manage the project day-to-day. Drawing on her extensive background in journalism and production, Julia will also set the strategic direction for the project's communications campaign themes, liaising with other CSSF implementers to ensure maximum reach and impact.

Added Value: Julia is ARK's Communications Programme Manager running HMG's Grassroots project. She has also designed and delivered a media capacity-building project for the Idlib City Council, through which she also developed an effective working partnership with SRM. Julia brings more than ten years of experience as a broadcast journalist, producer, and filmmaker in a career spanning both established news organisations (Al Jazeera and the BBC) as well as media start-ups. She offers communications expertise based on strong editorial judgement, excellent writing skills, visual creativity, and management expertise based on several years of experience leading multi-cultural production teams, including at TRT World in Turkey.

Giles Barrett

Proposed Role: Component lead, MAO

Current position: Project Manager, MAO (HMG)

Proposed Input: Giles will be the component lead for MAO strand with a primary focus on MAO support and engagement, managerially sat alongside Julia to ensure collaboration. Having designed the MAO capacity building programme, Giles will lead on repurposing the MAO's in-country capabilities to bolster civil society and grassroots initiatives, in particular by continuing the drive for wider understanding and implementation of international humanitarian law.

Added value: Giles has strong relationships with the key Syrian stakeholders necessary to implement effective delivery, having dealt with many of them continuously for over three years. He is a fluent Arabic speaker, able to engage Syrian colleagues and partners effectively and has a detailed understanding of all aspects of the current MAO project, from production and capacity building, to navigating the Turkish bureaucracy in order to run a Syrian team from Istanbul.

Amil Khan

Proposed role: Strategic Communication SME

Current position: Project Director, MAO (HMG)

Proposed Input: Amil brings experience of frontline journalism, television production, campaigning and political outreach to the project as well as the ability to understand and anticipate the requirements of UK and allied government funders.

Added value: Amil is a former Reuters Middle East foreign correspondent and BBC investigative journalist. He moved into the government communications sector after a 10-year career in journalism that saw him win three awards for covering war and extremism. In his first role, he headed the UK's flagship CVE project in Pakistan before returning to the Middle East in the wake of the Arab Spring uprisings to work on providing support to the Syrian opposition. Presently, when not engaged on Syria, he is regularly called upon to provide Middle East-related communications and political advice to the Prime Minister's office. A member of Chatham House, he has written academic papers on communications and

extremism, a book on the political philosophy of extremism, and appears on UK and US media to discuss these topics regularly.

Hassan Kassem

Proposed role: Production Manager

Current position: Production Manager, Canadian-funded CVE project

Proposed Input: Hassan has worked as a production manager for ARK for the past four years, directing core creative and production staff and multiple freelancers. As Production Manager, he will coordinate all production outputs across both the MAO and Civilian Voices strands, providing experienced editorial oversight and quality control.

Added value: Using his own experience as a television news and documentary producer, Hassan has provided practical assistance to a broad range of moderate Syrian opposition media activists. Under his guidance, the quality of ARK's Syrian production staff outputs have increased dramatically, while he also led the company's diversification into animation, songs and long-form video reports. He maintains close relationships with print and broadcast media across the Middle East and is particularly attuned to audience responses to different product types and messages, believing firmly in the value of positive messaging.

Matthew King

Proposed role: Liaison to the International Coalition

Current position: IC Liaison, MAO (HMG)

Proposed Input: Matthew will be the project's International Coalition (IC) liaison officer, coordinating and aligning project and IC output where possible and appropriate, and enabling supportive, conflict-sensitive messaging. He will sit alongside the MAO and Grassroots leads with frequent face-to-face visits to IC locations in order to ensure project cohesion and unity of effort.

Added value: Matthew holds DV clearance and a US DOD CAC (Common Access Card) that enables access to US military HQs across the USA and forward locations. He is an ex-British Army officer, fluent Arabic speaker, Cultural Specialist and Information Operations Planner with UK military operational experience across the region, including in Jordan and Syria. He has worked directly alongside the IC as the MAO project's liaison officer for the past two years and has frequently briefed HMG's support to the IC both at operational HQs and in the US at CENTCOM and Special Forces HQs. Matthew is an alumnus of the Stanford Graduate School of Business, with experience working in Silicon Valley alongside firms such as Andreessen Horowitz, PayPal, and Facebook.

Salim Bairam

Proposed role: Head of Outreach and Training

Current position: Head of Outreach and Training, MAO (HMG).

Proposed Input: Salim will manage the operational delivery of outreach to the armed and civilian actors as well as their capacity building, working with the MAO and Civilian Voices component leads to ensure mutually supporting lines of effort across the two strands and to ensure conflict sensitive delivery of the strategic vision.

Added value: Salim has been actively involved in the Syrian conflict since the first days of the revolution, helping to organise some of the first peaceful protests in Damascus. He has continued to work as a media activist, developing a deep understanding of both the political-military environment and media space. In his role as head of training and outreach for the MAO project, his relationships with opposition groups across Syria enabled him to coordinate and unify media strategies for over 40 moderate armed opposition groups - an initiative that was noted by Syria watchers and the mainstream media alike.

Ameera Alhakim

Proposed role: Project Officer

Current role: Program Officer, Idarah Syria Sub-Granting Management Program (US State Department)

Proposed input: As a project officer, Ameera will work closely with both the MAO and Civilian Voices component leads to assist with all administrative aspects of programme delivery, including liaising with Syrian partners, preparing and tracking the necessary documentation for payments and procurement, and working closely with corporate services departments to ensure compliant delivery practices.

Added value: For the last year Ameera has been working as a Program Officer for the US-funded Idarah program liaising with a variety of Syrian civilian governance entities including provincial councils, local councils, and education directorates. Her experience in managing grant development and implementation will be particularly valuable to the project's capacity building work with civilian governance institutions, as will her knowledge and contacts within those institutions. The project team will also be able to draw on her knowledge of US-funded governance activities to develop synergies and cross-donor collaboration.

André Kahlmeyer

Proposed role: Team Leader for the AE&I strand

Current role: Founder and Director of Conflict Management Consulting (CMC)

Proposed input: As Team Leader for the AE&I component, André will have the overall responsibility for the delivery and quality of all AE&I outputs, including their timely submission. He will also maintain coordination with the other strands, and he will oversee methodology design, data collection, analysis and reporting.

Added value: Having been a Team Leader for more than 20 M&E, survey and evaluation assignments over the past several years, including multiple inside Syria (which he visited most recently in February 2017), André contributes his rich experience in the monitoring and evaluation of interventions in fragile, conflict and post-conflict environments. André's involvement thus brings stability, predictability, and quality to the project in general, and the AE&I component in particular.

Maria Hrimech

Proposed role: Project Manager for the AE&I strand

Current role: Maria is a consultant and M&E expert, working full-time with CMC

Proposed input: Maria will support the Team Leader in ensuring a smooth flow of tasks and activities and will maintain day-to-day outreach and coordination with consortium stakeholders. A native Arabic speaker, Maria will be substantially involved in data validation and processing (including translation), and she will play a major role in the social media analysis proposed. She will contribute analysis and reporting drafts in support of the Team Leader.

Added value: Maria has spent over five years managing projects targeting civil society, youth and government institutions in Morocco and the MENA region more broadly. Most recently she was Project Manager for the EU/British Council project "Strengthening resilience (against foreign fighters' recruitment in MENA)" and worked as a consultant on an EU funded project, 'Countering Terrorism in ten MENA countries'. This experience will be crucial for ensuring that the AE&I module is smoothly run on a day-to-day basis.