SECTION - 1

**Bidder's
Qualification,
Capacity
& Expertise**

BIDDER'S QUALIFICATION, CAPACITY AND EXPERTISE

BRIEF DESCRIPTION ABOUT THE CONSORTIUM

Reference to the Joint Venture (JV) attached in Form C of this RFP, Vanguards Consulting (Offshore) SAL and Platform Consulting and Investment Services LLC, jointly herein referred to as the "Consortium", have decided to join their efforts and expertise in favor of providing Third-Party Monitoring (TPM) services to UNDP Syria.

Leveraging their diverse and extensive experience in the management consulting practice in general and project management industry in specific, as well as their strategic partnerships with thought leaderships and internationally recognized bodies of knowledge in the areas of project management, TPM, and project's return on investment evaluation, the Consortium is best positioned to provide UNDP with best practices frameworks and methodologies on the subject of this RFP, enabling UNDP Syria to better assess, analyze and improve the performance of current projects under their management in an objective, independent and professional approach while safeguarding the building blocks of scientific performance evaluation and impact analysis, namely the integrity of project's data, inclusion of voice of beneficiaries, and evidenced-based impact analysis of such projects in the aim of evaluating their respective sustainability. The sections below present an overview of both companies.

ABOUT VANGUARDS CONSULTING (OFFSHORE) SAL

Vanguards Consulting (Offshore) SAL, known as VG Management Consulting (VG), is the Leading Partner in this Consortium. VG was established on March 22, 2017 in Lebanon and is a subsidiary of VG Group that owns Vanguards Consulting SARL, a Lebanese Onshore company established on March 5, 2014 and VG Arabia LLC. a Saudi based company established on January 27, 2019. VG serves the MENA region including the GCC in addition to the European market providing clients with hands-on, deep functional knowledge spanning project management, third-party monitoring, strategy formulation and execution, business process management, human resources and financial consulting services.

Our client base varies from international NGOs to family owned businesses including government and multi-disciplined businesses. From traditional international non-profit organizations to financial stewardship focused, from bureaucratic government operations to government beneficiary intimacy relationships, from traditional banking to design innovation, from luxury to utilities, we go where there is a vanguard company in need of a partner.

BIDDER'S QUALIFICATION, CAPACITY AND EXPERTISE

BRIEF DESCRIPTION ABOUT THE CONSORTIUM

ABOUT VANGUARDS CONSULTING (OFFSHORE) SAL

When we established Vanguards Consulting, we asked ourselves one question; what is the need for another consulting firm in the market? We realized that there is a need in the market that ordinary consulting firms were not answering. The clients wanted solutions to their problems and consultants were delivering documents, analysis and presentations.

To further strengthen our business model, VG has worked extensively over the years to identify and partner with thought leaders in its areas of specialization. VG constructed several strategic partnerships and exclusive representations of tested frameworks and methodologies from internationally recognized thought leaders in the field of project management, performance management and project impact analysis and reporting, as listed below:

- The ROI Institute, Inc. is the only organization that provides a comprehensive process to evaluate projects at five levels, including Return On Investment (ROI). The ROI Institute, Inc. is represented exclusively by Transform Alliance, a management consulting firm based in Dubai, United Arab Emirates.

- The Balanced Scorecard Institute (BSI), a member of the Strategy Management Group specialized in the provision of consulting, training, and professional certification services to commercial, government, and non-profit organizations worldwide in the areas of strategy, balanced scorecard, and performance management in collaboration with The George Washington University - Center of Excellence in Public Leadership. Additionally, BSI is a Registered Training Provider (RTP) of the Project Management Institute (PMI), the world's leading association for those who consider project, program or portfolio management their profession.

- Association for Strategic Planning (ASP), a non-profit professional society whose mission is to help people and organizations succeed through improved strategic Thinking, Planning and Action. ASP is the only global strategy association with a certification program that aims at establishing a high-level of quality and consistency within the fields of strategic planning and management enabling strategic planners and those responsible for developing and deploying strategy to assist organizations in meeting and exceeding the challenges of the 21st century.

BIDDER'S QUALIFICATION, CAPACITY AND EXPERTISE

BRIEF DESCRIPTION ABOUT THE CONSORTIUM

ABOUT VANGUARDS CONSULTING (OFFSHORE) SAL

- Association of Business Process Management Professionals (ABPMP), a non-profit professional association dedicated to the field of Business Process Management. Through a global network, ABPMP connects over 15,000 individuals representing more than 750 corporations and 56 chapters worldwide.

- Informa Connect, a leading business intelligence, academic publishing, knowledge and events business, operates in the Knowledge and Information Economy. It is listed on the London Stock Exchange and is a member of the FTSE 100 Index.

We understand that our clients know most of their problems and challenges but what they really need are the frameworks (how to resolve the problem?), resources (who is going to execute the solution?), and drive (how to get buy-in from stakeholders and make the change happen?) to overcome these challenges and achieve their optimal potential.

Our experienced specialists join your team and work from inside the organization to transfer knowledge and build the internal capabilities as well as provide practical and proven frameworks and hands-on experience to drive the change and achieve lasting breakthrough results.

VG has always been keen on investing in its workforce and on the personal development of all its employees. Furthermore, VG acknowledges the importance of creating and maintaining a fair work environment where all employees receive an equal chance to thrive and excel (Refer to Appendix F - Empowering Women Office Policy).

Additionally, and part of VG commitment to sustainability and Corporate Social & Environment Responsibility, VG recognizes the importance of preserving the environment and therefore maintaining an environment friendly office place (Refer to Appendix C for the formal Policy Memo).

ABOUT PLATFORM CONSULTING
& INVESTMENT SERVICES LLC

Platform Consulting and Investment Services LLC, a Partner in this Consortium, was established in Syria in 2017 to provide organizations and business entities with accurate and reliable data, effective partnerships and professional consulting services. This enables them to make more profitable investment decisions and prepare need assessment based plans for their investment strategic planning and human resources.

The company aims to take part in the rising consulting market in Syria and relies on its wealth of professional expertise and a wide network of relations with a strong presence on the ground with view to provide its clients with information that improves their decision making process and facilitates achieving efficient operations. As part of its service offering, Platform Consulting and Investment Services LLC provides:

CONSULTANCY & ADVISORY SERVICES

Business consulting

Monitoring & evaluation services

Effective feasibility studies

Links to financial sources

HUMAN RESOURCE SERVICES

HR Management

Payroll management

Secure accommodation & transportation services

LEGAL ADVISORY & LOGISTIC SUPPORT

Legal services

Government affairs services

Business-to-Business meetings with potential local customers and suppliers

1.1 BIDDER'S QUALIFICATION, CAPACITY AND EXPERTISE

BRIEF DESCRIPTION ABOUT THE CONSORTIUM

ABOUT PLATFORM CONSULTING
& INVESTMENT SERVICES LLC

In the past two years, Platform has established a strong base of national and international partnerships, including:

- **Obermayer GMBH**
  (Germany)

- **Agha Khan Development Network**
  (Multinational)

- **First Microfinance Institution**
  (Syria)

- **Ministry of Tourism**
  (Syria)

- **Vanguards Consulting**
  (Lebanon)

- **Syrian Enterprise & Business Centre**
  (SEBC)

- **Proger S.P.A**
  (Italy)

- **Aleppo Chamber of Commerce**
  (Syria)

Through these partnerships, Platform was able to perform numerous private sector consulting projects as well as support many companies in overcoming the crisis effect and re-launch their businesses through new management and operational structures.

During the past two years, Platform has built a strong management structure, with presence in two major cities in Syria, Damascus and Aleppo, in addition to building a solid team of professional consultants proficient in various sectors including management, finance, infrastructure and engineering, training and skills development, feasibility studies and market assessment, media and marketing, information technology, among others.

For the purposes of this LTA, Platform Consulting and Investment Services LLC will handle the on the ground operations, including junior and senior experts and field monitors. Our work will focus on providing logistical support, affair management and day-by-day performance evaluation and improvement.

1.2 GENERAL ORGANIZATIONAL CAPABILITY

As mentioned in section 1.1 above, VG is a member of VG Consulting Group, which provides multifaceted privileges to the Consortium and subsequently the overall success of the project through the following:

1 *Financial sponsoring of the project's team and security of cash flow during the process of invoices remittance by UNDP*

2 *Accessibility and reach to group strategic partners, subject matter experts and additional talent as needed*

3 *Controlling quality of deliverables through internal multi-review and escalation practices applied in the Group*

4 *Advising on project risk mitigation procedures due to corporate governance practices abiding the Group and its operations*

5 *Facilitation of logistics and administrative support to the project team to facilitate the project's execution*

VG | OUR UNDERSTANDING OF YOUR REQUIREMENTS

1.3 RELEVANCE OF SPECIALIZED KNOWLEDGE AND EXPERIENCE
ON SIMILAR ENGAGEMENTS DONE IN THE REGION/COUNTRY

PROJECT NAME & COUNTRY OF ASSIGNMENT	CLIENT & REFERENCE CONTACT DETAILS	CONTRACT VALUE	PERIOD OF ACTIVITY & STATUS	TYPES OF ACTIVITIES UNDERTAKEN
M&E and Quality assurance for Syria Projects	Qimam LLC Syria +963212238441	200,000 USD	Start date 2018 Still Running	-Third Party projects monitoring and Evaluation -Quality Assurance
Development of organization structure Syria	Al-wataniah Sanitation and disinfection LLC +963944240370	50,000 USD	6 months Still Running	-Development of Marketing, finance, and organizational structure and Capacity
First Micro Finance Institution consulting Syria	First Micro Finance Institution Agha Khan Development Network	20,000 USD	During 2019	-Business development consulting -Engineering consulting
ROI Certification training for governmental entity. United Arab Emirates	Confidential – Governmental entity	Confidential – Governmental entity	Oct 2019 – April 2020	Certification course with 6 months coaching. Development of a long term Leadership Program for the various companies
Measuring the Impact on Cyber-Security Program United Arab Emirates	Confidential – Ministry	Confidential - Ministry	Aug 2019 – April 2020	Impact study conducted on cyber-security program and presented to Ministry.
Measuring ROI in Strategic Planning & Strategy Implementation	Confidential – Governmental entity	Confidential – Governmental entity	September 2018 – June 2019	Impact study measured on 5 levels to include: **Reaction Learning Application Impact ROI**

1.4 QUALITY ASSURANCE PROCEDURES AND RISK MITIGATION MEASURES

In addition to Section 2 below, specifically point 2.2. Quality Assurance Review and Deliverables Review Workflow, and Appendix D - Quality Assurance Review and Deliverables Review Procedure, the Consortium, upon contract award will generate a project charter describing the processes for progress reporting, project assumptions, critical success factors, issue management, change control, and deliverables approval and sign-off (Refer to Appendix E for Project Management Processes Forms). The project charter will act as a Service Level Agreement (SLA) among the Consortium team and partners from one side and UNDP from the other side including Key Performance Indicators (KPIs) on deliverables' drafts and final versions approval within time guidelines.

Additionally, the charter will act as a main driver for risk mitigation measures and will include relevant stakeholders' involvement by name and their associated responsibilities, over and above the requirement specified by UNDP in the RFP, as per the below sample figure:

ROLE	RESPONSIBILITIES	DESIGNATED PERSON
Project Primary Responsible	• Represent Client • Attend project meeting to discuss the deliverables • Provide the final approval and signoff on the deliverables	**Person A**
Project Coordinator	• Disseminate and collect data in response to RFIs • Act as the primary contact between the Client and the Consortium • Schedule meetings and workshops according to project plan	**Person B**
Client Teams	• Provide data needed by the Consortium; • Subject matter support; • Review and validate analysis; • Participate in meetings;	**Person C**
TPM Team Leader	• Represent and sign off on behalf of the Consortium • Maintain a thorough liaison throughout the project with the Client Primary Responsible; • Approve all deliverables against Project Charter prior to submitting to the Client	**Person D**
Senior Consultant	The Senior Consultant is responsible for all delivery aspects of the project. In addition to the requirements on the RFP on the Senior Consultant role, this position will: • Provide direction to the project team of Field Monitors and Data Analysts; • Check that the project produces deliverables in accordance with the Project Charter; • Maintain a thorough liaison throughout the project with Project Coordinator; • Provide resources and monitor project progress	**Person E**
TPM Quality Assurance Responsible	• Ensure the quality of the deliverables • Proactively raise flags on potentially arising issues • Provide subject matter experts on frameworks, methodologies and best practices • Schedule sporadic site visits to control the quality of TPM team field visits	**Person E**

The following describes risk mitigation measures as an integral component of a typical Project Management Process, to be considered together with Appendix E for associated forms.

OUR UNDERSTANDING OF YOUR REQUIREMENTS

QUALITY ASSURANCE PROCEDURES AND RISK MITIGATION MEASURES

STATUS REPORTING

The TPM Team Leader will provide one monthly status report at the end of each month, the frequency of which can be adjusted following contract award and discussion with UNDP respective stakeholders.

The status report will address:

> **OVERALL PROJECT POSITION**

> **TASKS COMPLETED IN THE CURRENT PERIOD**

> **TASKS SCHEDULED FOR THE NEXT PERIOD**

> **PROJECT ISSUES**

> **OTHER COMMENTS**

A sample Status Report form is included in Appendix E – Form 1

1.4 QUALITY ASSURANCE PROCEDURES AND RISK MITIGATION MEASURES

ISSUE MANAGEMENT

As a general guideline, project issues will be addressed at the earliest opportunity and at the lowest level within the project organization structure. It is anticipated that the majority of issues will be resolved within the project team.

If project team members are unable to resolve an issue, the issue will be escalated to the TPM Team Leader with a recommended course of action, for resolution. Issues that cannot be immediately resolved by the TPM Team Leader will be noted in the Issues section of the project status report and will remain listed as an issue until resolved.

CHANGE CONTROL MANAGEMENT

The project's scope will be closely defined, following the contract award, to allow the project team to deliver required results on time and within budget. It is recognized, however, that the objectives and environment of the project may change to reflect the evolving needs of the Client, or to reflect an opportunity to provide enhanced value within the context of the project.

When a change in the services, scope, or deliverables described in the Project Charter is required, the party requesting the change will provide the Project Primary Responsible and the TPM Team Leader with a written request describing the proposed change. To be accepted, the Change Request must be approved, in writing, by both the Project Primary Responsible and the TPM Team Leader. A sample Change Request form is included in Appendix E – Form 2.

1.5 ORGANIZATION'S COMMITMENT TO SUSTAINABILITY

Following VG Consulting Group CS&ER Policies & Procedures Manuals, the Consortium is by default committed to sustainability principles. The following is a summary of environment specific sustainability guidelines, (refer to Appendix C for the formal Policy Memo):

Zero-paper usage unless deemed legally necessary, e.g. invoices, contracts, etc. To this end, operations will depend on DMF system and CRM system to minimise consumption of paper

No smoking policy to minimise environmental impact
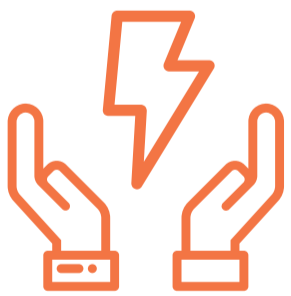
Low energy consumption to contribute to sustaining power resources by using energy star equipment and minimising the usage of ACs and heating appliances

Selection of service providers, e.g. transport companies and hotels that are keen on addressing sustainability (a plus)

VG | OUR UNDERSTANDING OF YOUR REQUIREMENTS

OUR UNDERSTANDING OF YOUR REQUIREMENTS

The UNDP is seeking to appoint a Third Party Monitoring Service Provider (referred to as "TPM") who will be responsible to independently verify that UNDP's implemented/supported activities (referred to as "UNDP's projects", or "projects") are being executed as planned and meeting standard quality criteria as defined by UNDP.

The TPM is required to monitor that UNDP's projects are carried out in a timely and effective manner while:

- *Safeguarding activities' data integrity through scientific collection of the data*

- *Evidence-based analysis*

- *Prompt reporting of results in favor of achieving primarily beneficiaries' satisfaction of UNDP's projects as well as highlighting bottlenecks and quality interventions to achieve respective projects' objectives*

TPM is required to furnish to the UNDP a set of findings reports on UNDP's projects' performance demonstrating value for money and accountability on the utilization of UNDP's project's assigned financial and non-financial resources, while extending opportunities for further partnership development between the UNDP and its partners.

Proposed Methodology, Approach and Implementation Plan

OUR METHODOLOGY

For the purpose of tracking, monitoring and reporting on the impact of on-going UNDP projects on their respective beneficiaries (target groups), the Consortium will adopt a comprehensive and tested framework referred to as the Philips ROI Methodology™ that aims to achieve the following objectives:

Align and validate the execution of the on-going projects to its predefined objectives

Validate the implementation of UNDP's projects and gauge the achieved progress against its predefined objectives

Determine the data collection method, sources and timing

Measure the contribution of each project to the overall satisfaction of targeted beneficiaries

Apply simple statistical tools to data analysis

Analyze data and offer recommendations for improvement

Enhance and improve project results

Report results to appropriate stakeholders

THE BENEFITS OF ROI

As shown below, the payoffs of the ROI Methodology are numerous. This approach satisfies the desire to have a credible process to measure and analyze projects' impact and shows the contribution of important projects on target beneficiaries.

Perhaps the four most important reasons are to: improve projects (process improvement versus performance evaluation), gain support for the projects, build relationships with key executives and administrators, and provide funding for future projects.

ROI Methodology: The Payoff

- *Align projects to their needs and objectives*

- *Show contributions of selected projects on target beneficiaries*

- *Earn respect of sponsors*

- *Build team morale*

- *Justify/defend budgets*

- *Improve support for projects*

- *Enhance projects' design and implementation processes*

- *Identify inefficient projects that need to be redesigned or eliminated*

- *Identify successful projects that can be implemented in other areas*

The Phillips ROI Methodology is the most recognized approach to ROI evaluation. This methodology is implemented in over 5,000 private and government organizations in 70 countries. The ROI Methodology provides organizations with a process that can cut across organization boundaries, linking projects, processes, and initiatives to bottom line measures.

THE ROI METHODOLOGY HAS SUSTAINED ITS POSITION AS THE LEADING APPROACH TO PROJECT EVALUATION BECAUSE IT:

Reports a balanced set of measures

Follows a methodical, step-by-step process

A BALANCED SET OF MEASURES

The concept of cost-benefit analysis will be used to show the value of projects. Cost-benefit analysis is grounded in welfare economics and public finance, and it's the ultimate measure of contribution of projects; however, it is not sufficient on its own. While cost-benefit analysis reports the financial success of projects, it omits critical evidence as to why the financial impact is as it is. By balancing financial impact with measures that address beneficiaries' perspectives and the systems and processes that support the transfer of benefits, a complete story of project success will be presented.

The Phillips ROI Methodology categorizes evaluation data into five levels as shown in Table 1. These five levels tell the ultimate story of project success.

	LEVEL	MEASUREMENT FOCUS
1	**Reaction & Planned Action**	Measures beneficiary's satisfaction with the project and captures planned action
2	**Learning**	Measures changes in knowledge and skills of target beneficiaries
3	**Application & Implementation**	Measures changes in behavior and specific actions on-the-job
4	**Impact**	Measures changes in impact measures
5	**Return on Investment (ROI)** *(Out of Scope)	Compares the monetary benefits to the costs

• *Phillips' Five-Level Evaluation Framework* •

When appropriate, improvements are converted to monetary value and compared to the fully-loaded costs of the running project. Since the Consortium cannot confirm the availability of needed assumptions for UNDP running projects and convert improvement to monetary value, and since the RFP is limited to assessing the impact of running projects (Level 4), this particular component – Return on Investment (Level 5) is out of scope.

PHILLIPS' FIVE-LEVEL EVALUATION FRAMEWORK

01

REACTION & PLANNED ACTION

This initial level of evaluation is the most commonly used; reaction and planned action data will be collected for each project by the use of a questionnaire. Reaction evaluation will answer five questions:

1 *Is the project relevant to beneficiaries' needs?*

2 *Is the project important to beneficiaries' success?*

3 *Do beneficiaries intend to use what the project offers them?*

4 *Are beneficiaries willing to recommend the project to others?*

5 *Did the project provide beneficiaries with new information?*

All five of these measures usually show a significant correlation with application.

PHILLIPS' FIVE-LEVEL EVALUATION FRAMEWORK

02

LEARNING

Every project has a learning component. Beneficiary learning of new knowledge and skills is necessary to change behavior and apply what they learn in the real life setting. Learning measurement takes place during the project through a variety of techniques such as tests, assessments, observation, and reflective thinking and documentation. Learning measurement answers two critical questions:

1 *Do beneficiaries know what they are supposed to do and how to do it?*

2 *Are beneficiaries confident to apply their newly acquired knowledge and skills when they leave the project?*

03

APPLICATION & IMPLEMENTATION

Measuring application and implementation provides evidence that the learning is transferred to the community and that beneficiaries are doing something different because of the acquired learning.

Application and implementation of acquired learning can be forecasted and measured using a variety of techniques. Data will be collected through surveys, questionnaires, interviews, focus groups, observations, action plans, and performance contracts. A critical component of application and implementation measurement is the determination of enablers supporting the transfer of learning and the barriers preventing the transfer of learning. Measurement at this level will provide the richest source of data than any of the five levels. Five key questions will be answered when measuring success for the application and implementation of acquired learning:

1 *To what extent are beneficiaries applying their newly acquired knowledge and skills?*

2 *How frequently are beneficiaries applying their newly acquired knowledge and skills?*

3 *How successful are beneficiaries with the application?*

4 *If they are applying their knowledge and skills, what is supporting their effort?*

5 *If they are not applying their knowledge and skills, why not?*

PHILLIPS' FIVE-LEVEL EVALUATION FRAMEWORK

04

IMPACT

In order to better gauge the impact of projects, the Consortium will be considering two (2) approaches to be used depending on multiple factors including project magnitude, available data, project timeline, etc.

1. *First approach: Logical Frame Analysis (LFA)*

2. *Second approach: Philips ROI Methodology (Level 4)*

Together with UNDP respective stakeholders, the Consortium will agree on which approach to use per project in a case by case scenario.

The Logical Frame Analysis (First approach) – using this approach the TPM will be able to acquire a deeper understanding and measuring of impact associated with projects and programs led by NGOs. Logical Frame Analysis is a simple tool that captures the short- and long-term objectives of a project and link each to indicators, sources of verification, and assumptions in a matrix form. The following figure depicts LFA matrix.

OUR METHODOLOGY
THE LEGACY OF PHILIPS ROI METHODOLOGY

PHILLIPS' FIVE-LEVEL EVALUATION FRAMEWORK

04

IMPACT

Logical Frame Analysis Matrix

PROGRAMME/PROJECT NAME			
OVERALL OBJECTIVE	**OBJECTIVELY VERIFIABLE INDICATORS**	**SOURCES OF VERIFICATION**	
Project importance to society in terms of the long-term benefits to beneficiaries and the wider benefits to other groups. Is not to be achieved by the project alone	Show whether or not objectives / purpose / results / activities have been achieved at each level of the logical frame hierarchy and at defined times. Provide the basis for designing an appropriate evaluation and monitoring system.	Sources of information, means and methods used to collect and report indicators including who, when, and how frequently made available for the evaluation of the project's performance	
PROJECT PURPOSE	**OBJECTIVELY VERIFIABLE INDICATORS**	**SOURCES OF VERIFICATION**	**ASSUMPTIONS**
Central specific objective(s) of the project in terms of sustainable benefits to be delivered to the project's beneficiaries.	At this level, should include appropriate details of quantity, quality and time. Helps answer the question: 'How will we know if the project's purpose has been achieved'?	Idem as above mentioned	External factors impacting the purpose-objective linkages and affects the progress or success of the project. What external conditions must be met so that the results are of the project achieve its purpose?
RESULTS	**OBJECTIVELY VERIFIABLE INDICATORS**	**SOURCES OF VERIFICATION**	**ASSUMPTIONS**
Tangible products/services delivered - what the project's managers are responsible for achieving by the project's completion date.	At this level, should include appropriate details of quantity, quality and time. Helps answer the question: 'How will we know if the results have been delivered'?	Idem as above mentioned	External factors impacting the result-purpose linkage. What external conditions/factors must be met to obtain the expected results on schedule?
ACTIVITIES	**MEANS**	**COSTS**	**ASSUMPTIONS**
Specific tasks (work programme) to be undertaken during the project's lifetime in order to obtain results. (sometimes optional within the matrix itself)	Summary of resources/means is to be provided. Indicate what are the inputs required or main resources to be applied including technical assistance, personnel, equipment, training, studies, supplies, operational facilities, etc.	Summary of cost and budget is to be provided. What are the different activities' cost breakdown of the budget.	External factors impacting the activity-result linkage. What external conditions / factors must be met for the activities to be implemented successfully and achieve the results.

PHILLIPS' FIVE-LEVEL EVALUATION FRAMEWORK

04

IMPACT

Logical Frame Analysis Matrix

Refer to Appendix B for a case study on using LFA.

The LFA approach allows for better understanding of the impact of a project on the community or national level (as shown in the figure below), and provides a clear picture of the "theory of change" for the said projects.

Critical Concepts of LFA
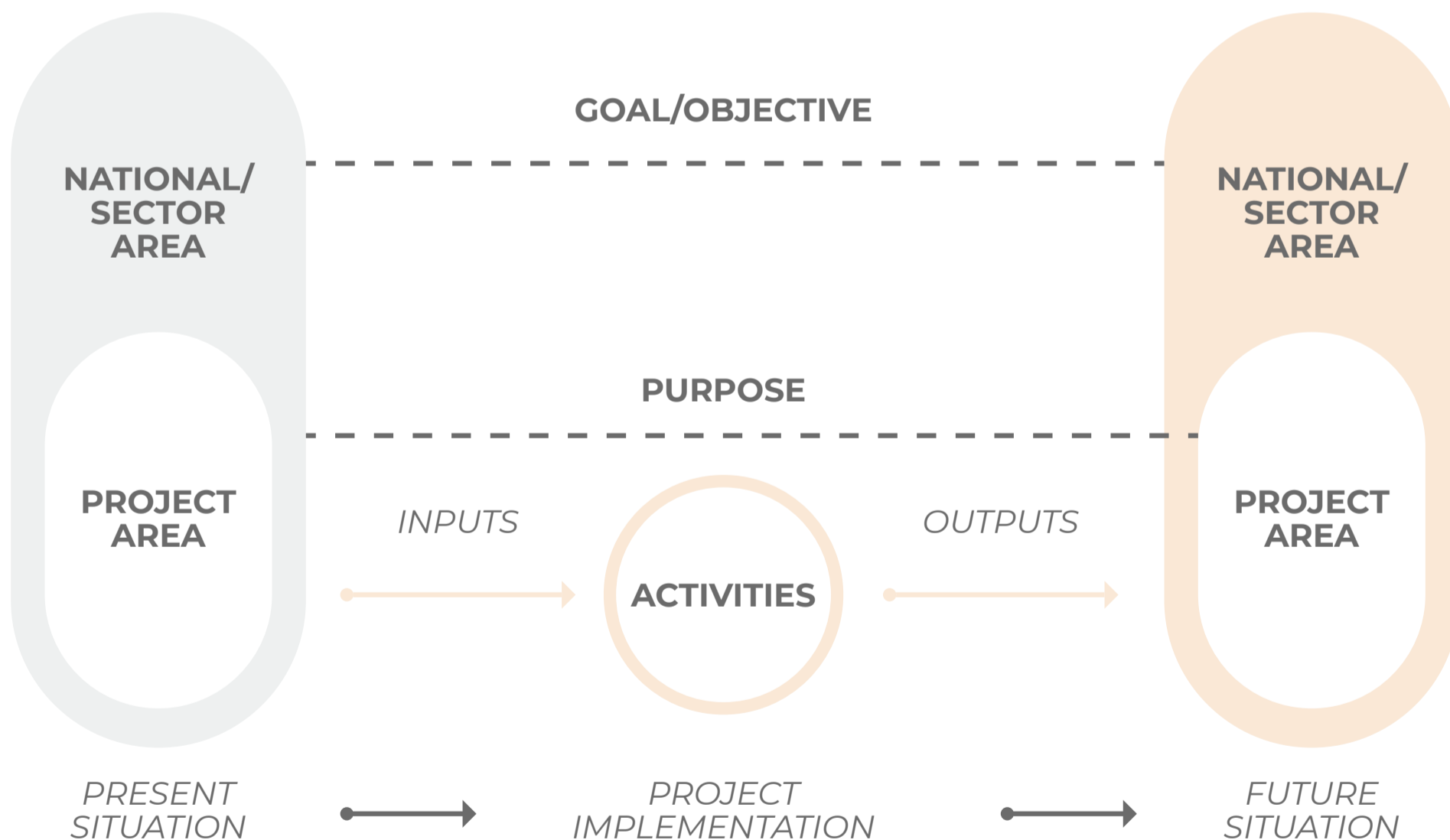
The Philips ROI Methodology (Second Approach) – Please refer to the following section for a comprehensive description of the second approach.

The process overview breaks down Phillips ROI Methodology Five-Level Evaluation Framework over twelve (12) steps to ensure appropriate data is collected from the proper sources at the right time. As shown in the below figure, the evaluation of a project begins with identifying project objectives and planning the evaluation.

PHILIPS ROI METHODOLOGY PROCESS FLOW

Start with why: Align programs with the business

PLAN THE EVALUATION

Make it feasible: Select the right solution

Expect Success: Plan for results

COLLECT DATA

Make it matter: Design for Input, Reaction and Learning

Level 1
Reaction & Planned Action

Level 2
Learning

Make it Stick: Design for Application and Impact

Level 3
Application & Implementation

Level 4
Impact

Make it Credible: Isolate the effects of the Program

ANALYZE DATA

Make it Credible: Convert Data to Monetary value

Intangibles

Make it Credible: Identify Intangible measures

Level 5
ROI

Make it Credible: Calculate Return on Investment

Make it Credible: Capture the Costs of Program

Tell the Story: Communicate Results to key stakeholders

OPTIMIZE RESULTS

Optimize Results: Use Black Box thinking to increase funding

PLAN THE EVALUATION

This phase is very crucial and essential, where the Consortium will understand the project's purpose and overall objective, current standing, beneficiaries and target groups as well as operational performance requirements. These inputs, will help in setting the right measures and plans to monitor the project's success and help in identifying project's weaknesses; therefore, selecting the right solutions to mitigate risks of failure - This phase covers "Level 0: Input" from Phillips' Five-Level Evaluation Framework.

Project's purpose will be derived from a formal needs assessment. The needs assessment will help identify the gaps in the project performance. The performance gap can result from excessive costs and inefficiencies, misaligned behaviors and understandings, as well as individual perceptions. Once these gaps or needs are identified, a solution is developed to solve the problem. To ensure that the solution designer and beneficiary involved in the process understand the expected outcomes, clear project purpose is validated or redefined. This Phase covers project's purpose and measures definition as mentioned in the below section "Plan the Evaluation Phase Detailed Description". The solution is then evaluated against the project's purpose. The below figure depicts this connection among the needs, objectives, and evaluation. The needs assessment drives project's purpose, which then will drive the evaluation.

PLAN THE EVALUATION

PHASE DETAILED DESCRIPTION

During this phase, the consultant requires the assistance of UNDP to obtain the following project documents:

1. Project Contracts and Related Agreements between Partner and the UNDP

2. Project Narrative including scope of the project, its purpose, overall project objective, quality control mechanism and performance dimensions

3. Project Approach and Methodology on the mode of selecting beneficiaries as well as the medium of delivery (delivery channels) of the promised benefits

4. Project's Targeted Beneficiaries in comparison with actual beneficiaries served so far

5. Financial Standing of the Initiative comprising actual spending versus respective budget. This is in addition to the project's budget breakdown and line items, budget release terms and conditions

6. Partner Capacity Assessment done by UNDP at the time of partner selection and throughout the project if available. This includes identification of KPIs against which the partner has been evaluated

7. Actual list of active Project's Team with respective briefing of each team member (profile) as well as the initial set of CVs submitted during the bidding phase

8. Project Stakeholders including government, NGOs, community, etc. that are required to work with the partner to deliver the promised benefit to the target beneficiary

9. Project Work Break-down Structure (WBS)

10. Project deliverables description, quantity, quality checks, and timeliness of the delivery as well as cost structure per deliverable where applicable. This is in addition to reports and supporting documentation on actual delivery of set deliverables

11. Schedule Standing of the project comprising actual time spent versus planned timeline

12. Project Risks as defined in the project charter of each project, as defined by the partner and approved by UNDP where applicable

13. Other requirements based on project nature/ type

OUR METHODOLOGY
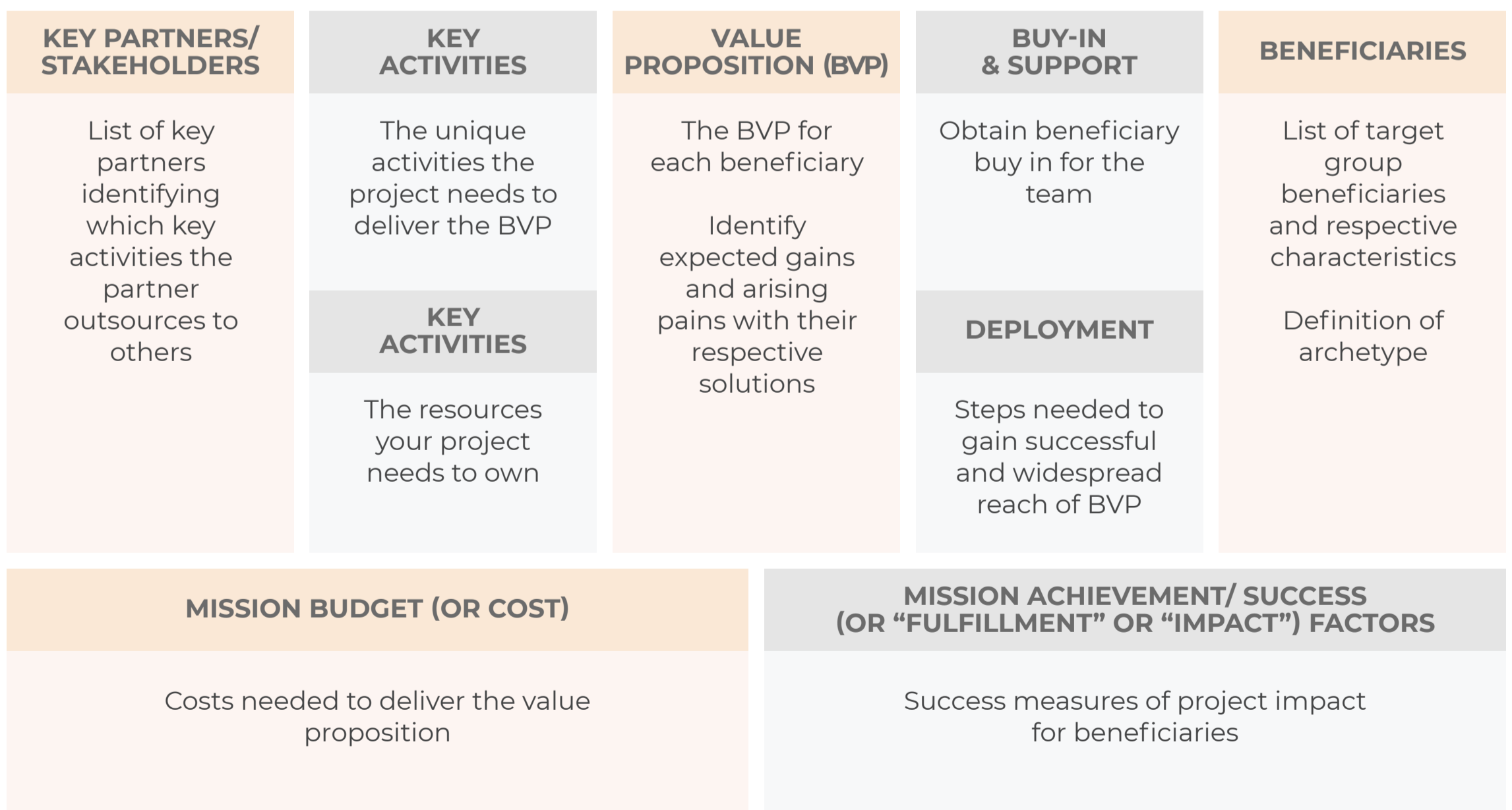## PHILIP'S ROI METHODOLOGY PROCESS OVERVIEW

PLAN THE EVALUATION

PHASE DELIVERABLES

1 Findings Report per running project – this report comprises the current standing of each running project as well as highlighting missing sections and critical components, in addition to initial recommendations to collect the stated missing data and components

2 Business Model Canvas per project – The Business Model Canvas is a strategic management and lean startup template for developing new or documenting existing business models. It is a visual chart with elements describing a project's value proposition, infrastructure, beneficiaries, and finances. It assists in aligning the project's activities by illustrating potential trade-offs, for each project will have a unique business model canvas comprising nine components as shown in the below diagram:

KEY PARTNERS/ STAKEHOLDERS	KEY ACTIVITIES	VALUE PROPOSITION (BVP)	BUY-IN & SUPPORT	BENEFICIARIES
List of key partners identifying which key activities the partner outsources to others	The unique activities the project needs to deliver the BVP	The BVP for each beneficiary	Obtain beneficiary buy in for the team	List of target group beneficiaries and respective characteristics
	KEY ACTIVITIES	Identify expected gains and arising pains with their respective solutions	**DEPLOYMENT**	
	The resources your project needs to own		Steps needed to gain successful and widespread reach of BVP	Definition of archetype

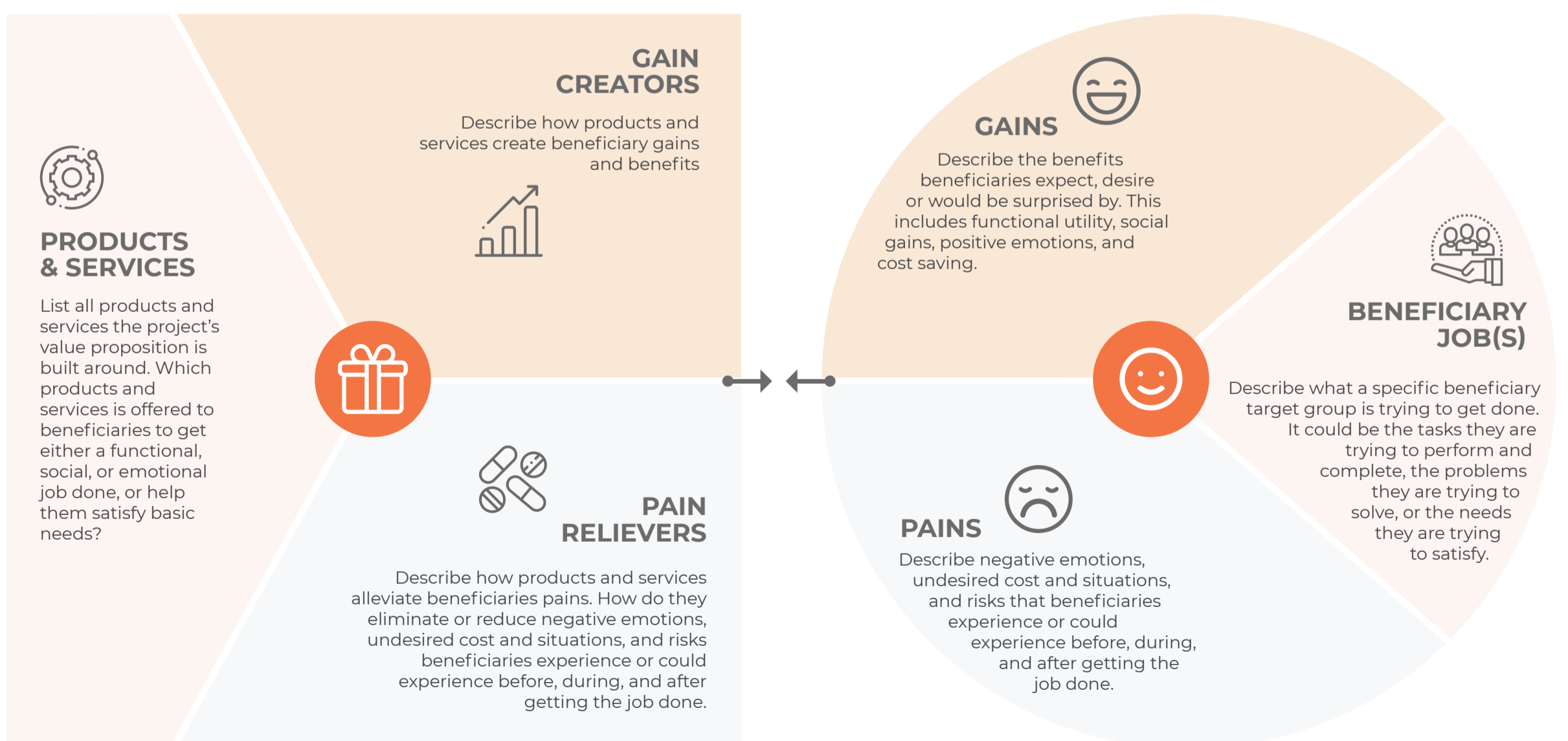| MISSION BUDGET (OR COST)	MISSION ACHIEVEMENT/ SUCCESS (OR "FULFILLMENT" OR "IMPACT") FACTORS
Costs needed to deliver the value proposition	Success measures of project impact for beneficiaries

PLAN THE EVALUATION

PHASE DELIVERABLES

3 Beneficiary Value Proposition per project – The Beneficiary Value Proposition (BVP) refers to the benefits that project's beneficiaries receive for being targeted by the project. The BVP Canvas outlines the beneficiary needs, the expected gains and benefits from a said project, as well as their pains and fears associated with similar projects.

This acts as a structure to capture the Voice of Beneficiaries (VoB) where the ultimate objective of any project starts with the beneficiaries' needs and ends with realizing their benefits. On the other side, and after understanding the profile of the project's beneficiaries, each project will have a clear scope (product and service) to meet the beneficiaries' needs, how the project intends to create gains and benefits to project beneficiaries, as well as the actions and solutions it entails to address the beneficiaries' fears and pains. Each project will have a unique Beneficiary Value Proposition Canvas comprising six components as shown in the below diagram:

GAIN CREATORS
Describe how products and services create beneficiary gains and benefits

GAINS
Describe the benefits beneficiaries expect, desire or would be surprised by. This includes functional utility, social gains, positive emotions, and cost saving.

PRODUCTS & SERVICES
List all products and services the project's value proposition is built around. Which products and services is offered to beneficiaries to get either a functional, social, or emotional job done, or help them satisfy basic needs?

BENEFICIARY JOB(S)
Describe what a specific beneficiary target group is trying to get done. It could be the tasks they are trying to perform and complete, the problems they are trying to solve, or the needs they are trying to satisfy.

PAIN RELIEVERS
Describe how products and services alleviate beneficiaries pains. How do they eliminate or reduce negative emotions, undesired cost and situations, and risks beneficiaries experience or could experience before, during, and after getting the job done.

PAINS
Describe negative emotions, undesired cost and situations, and risks that beneficiaries experience or could experience before, during, and after getting the job done.

PLAN THE EVALUATION

PHASE DELIVERABLES

4 Project Balanced Scorecard – The Balanced Scorecard is a performance management tool that will enable UNDP to track the performance of each project in a balanced manner focusing equally on the drivers of performance on one side and result performance on the other. The resulting improvements will be reflected in the ultimate perspective of the Balanced Scorecard i.e. the Beneficiary perspective. The project Business Model Canvas will be translated as well into the Balanced Scorecard.

These improvements are associated with Key Performance Indicators that will track the progress of the stated improvements. Additionally, in the Actions and Recommendations section of the Balanced Scorecard, there will be the road map and actions to be executed by the respective responsible to achieve the stated improvements.

All improvements highlighted over the four (4) perspectives will work together in causality to achieve the Project's Purpose as well as the Project's Overall Objective on the beneficiary.

Each project will have a unique Balanced Scorecard reflecting

1 A clear picture of what the project is trying to accomplish and how planned actions are intended to produce desired outcomes

2 Improvements to be made internally in terms of the partner's organizational capacity, infrastructure, and internal processes to deliver desired outcomes related to project budget compliance as well as beneficiary-related benefits including maximizing reach, beneficiaries' satisfaction and overall value realization.

3 Key Performance Indicators to track the improvements identified for each project

4 Actions and recommendations to be executed to achieve the highlighted improvements resulting in successful project completion and realization of project's purpose and overall objective.

PLAN THE EVALUATION

PHASE DELIVERABLES

The following diagram is a sample project balanced scorecard

REDUCE CHILD POVERTY PROJECT BALANCED SCORECARD

OVERALL OBJECTIVE	Improve access to basic needs – food, water, shelter, good health and education - for children living in poverty
PROJECT PURPOSE	Support and deliver programs and services that reduce the impact of poverty on children worldwide

KEY PERFORMANCE INDICATORS	KEY PERFORMANCE INDICATORS	TARGETS	ACTIONS & RECOMMENDATIONS
BENEFICIARY Improve Talent Management → Improve Structure & Practices	• No. children living in poverty • Aid requests processed within targets • Growth in public awareness • Growth in programming	↓3% per quarter ↑85% this year ↑3% this year 3 new programs	• Partner for Jobs Program • New Star Partner Program implemented • Implement Partner Relationship Management System • Benchmark poverty programs
PROJECT FINANCIALS & BUDGETS IMPROVE PROJECT BUDGET COMPLIANCE	• Cost per child-day • Administrative and support	Maintain current rate for this year <16% of budget	• Implement program financial tracking system
PARTNER'S PROCESSES Improve Advocacy Increase Processes Efficiency Improve Knowledge Management Improve Relationship Development	• Child poverty as an issue • Request cycle time • Children served • No. articles/papers published • Partner satisfaction	87% next period ↓10% this year 85% of eligible population 12 this year 94% this year	• Implement Partner Relationship Management System • Start Partner Delivery Workshop Program • Gain endorsements from athletes • Six Sigma Improvement Program
PARTNER'S ORGANIZATIONAL CAPACITY Improve Talent Management Improve Structure & Practices	• Cycle time for on-boarding project team • Time required for report submission	5 Days this year One week this year	• New employee on-boarding process

SAMPLE

PLAN THE EVALUATION

PHASE DELIVERABLES

5 Refined Project Charter as per Project Management best practices, standards and disciplines - Given the different schools in Project Management, as well as non-project management standards conformity of projects under execution, and in the aim of standardizing UNDP approach to project management whilst identifying unified and objective criteria to evaluate such projects, we will help UNDP verify that all running projects have "Project Charters" in conformity with the Project Management best practices, standards and disciplines.

Sample Project Charter Table of Content

COLLECT DATA

During this phase, a comprehensive data collection process is initiated to track the project's actual performance. The data collection process will define the data collection methods (surveys, site visits, focus group, etc.), the source of the data and the data collection timing - This phase covers "Level 1 through 4" from Phillips' Five-Level Evaluation Framework (namely Level 1: Reaction & Planned Action, Level 2: Learning, Level 3: Application & Implementation and Level 4: Impact)

DATA COLLECTION PROCESS

Data will be collected at two different time frames, during the project and after the project. Improvements in key impact measures are limited to the project.

(When appropriate, these improvements are converted to monetary value and compared to the fully-loaded costs of the project. This particular component is out of scope for this RFP).

The data collection process will include at minimum the following three primary elements:

1   **Data collection methods**

2   **Sources of data**

3   **Data collection timing**

COLLECT DATA

DATA COLLECTION METHODS

A variety of data collection methods are considered when planning an evaluation. These methods include tests, surveys, questionnaires, interviews, observation, focus groups, action plans, and current records. We will select the most effective methods for data collection.

Preserving the integrity of the collected data and ensuring its authenticity and accuracy is a crucial aspect of the project. The use of inaccurate information will yield contaminated findings and therefore any recommendations based on such data would be deceptive and misleading. Accordingly, the Consultant will develop and deploy an application that monitors and evaluates the data collection processes thereby providing the optimal levels of transparency and accuracy. Refer to Appendix A: TPM Field Monitor Application for application specification and technical requirements of the App.

DATA SOURCES

Selecting the data source is a critical step in data collection because the source drives the credibility and validity of the study. Collecting data from multiple touchpoints and using different approaches yields more holistic results.

Having data sources primarily that look through the eyes of the beneficiary to see how they encounter UNDP's project versus anticipated impact when UNDP planned for the project firsthand, is critical to avoid data contamination on one hand, as well as enable UNDP to consider improvements and recommendation on the project prior to deciding whether the project is sustainable or not on the other hand.

Disclaimer:

There are twelve (12) guiding principles in ROI Methodology which would govern the way we would conduct the analysis and reporting. Only the most conservative figures will be considered. Data will be collected from the source that is closest to the data. With regards to UNDP's running projects, if there is risk of data/data source contamination, we would refrain from using those data and need to source similar projects to mirror the efforts and collect data.

COLLECT DATA

DATA COLLECTION TIMING

Data are usually collected in two different time frames:

1 **DURING THE PROJECT**
- **Level 1** *(Reaction & Planned Action)*
- **Level 2** *(Learning)*

2 **AFTER BENEFICIARIES HAVE HAD TIME TO APPLY KNOWLEDGE AND SKILLS ON A ROUTINE BASIS**
- **Level 3** *(Application & Implementation)*
- **Level 4** *(Impact)*

COLLECT DATA PHASE DELIVERABLES

FINDINGS REPORT
(describing the status of each of UNDP projects current standing)

ANALYZE DATA

This phase, is the trend analysis phase, where collected data will be analyzed and trended over the life of each of UNDP projects. The analysis will begin by isolating the effects of each project using appropriate techniques which will help in capturing the tangible and intangible benefits of each project.

DATA ANALYSIS PROCESS

Data analysis begins with isolating the effects of each project from other influences that may positively or negatively impact Level 4 (Impact) measures.

ISOLATING THE EFFECTS OF THE PROJECT

A variety of techniques are available for isolating the effects of a project:

- Control group arrangement
- Trend line analysis
- Forecasting methods
- Estimations
- Previous studies
- Subordinate report of other factors
- Calculating/estimating the impact of other factors
- Use of customer input

Appropriate techniques to use in a survey are determined during the evaluation planning phase.

INTANGIBLE BENEFITS

Intangible benefits of each of UNDP projects will be identified. Intangible benefits may include enhanced beneficiary satisfaction and commitment, trust in UNDP, teamwork, images and engagement.

Throughout the evaluation of each project, value will be assessed at every level. Data will be provided to UNDP respective stakeholders to ensure that improvements to the projects are implemented. Needed reports will be developed that describe in full the value of each of UNDP projects as shown in the "Analyze Data" phase deliverables below.

ANALYZE DATA PHASE DELIVERABLES

•• **PERFORMANCE REPORTS:**
One report per project activity

•• **TREND ANALYSIS REPORTS:**
One quarterly report covering all monitored project activities

OPTIMIZE RESULTS

This is the last phase of the framework, where results will be communicated to UNDP and key stakeholders. The impact of each completed project activities is reported to assist in improving the performance of each of UNDP projects.

The final challenge is sustaining such a radical shift in accountability in projects and proposals. The use of Philips ROI Methodology must consist of more than just developing one proposal to show the value of the project.

It must represent a complete change in processes so that future projects and their proposals focus on results.

This change will require building capability, developing consistent and compelling communication, involving stakeholders, building more process into proposals, creating expectations, and using data for process improvements. This is the only way to sustain any change for the long term; otherwise, it becomes a one-shot project opportunity.

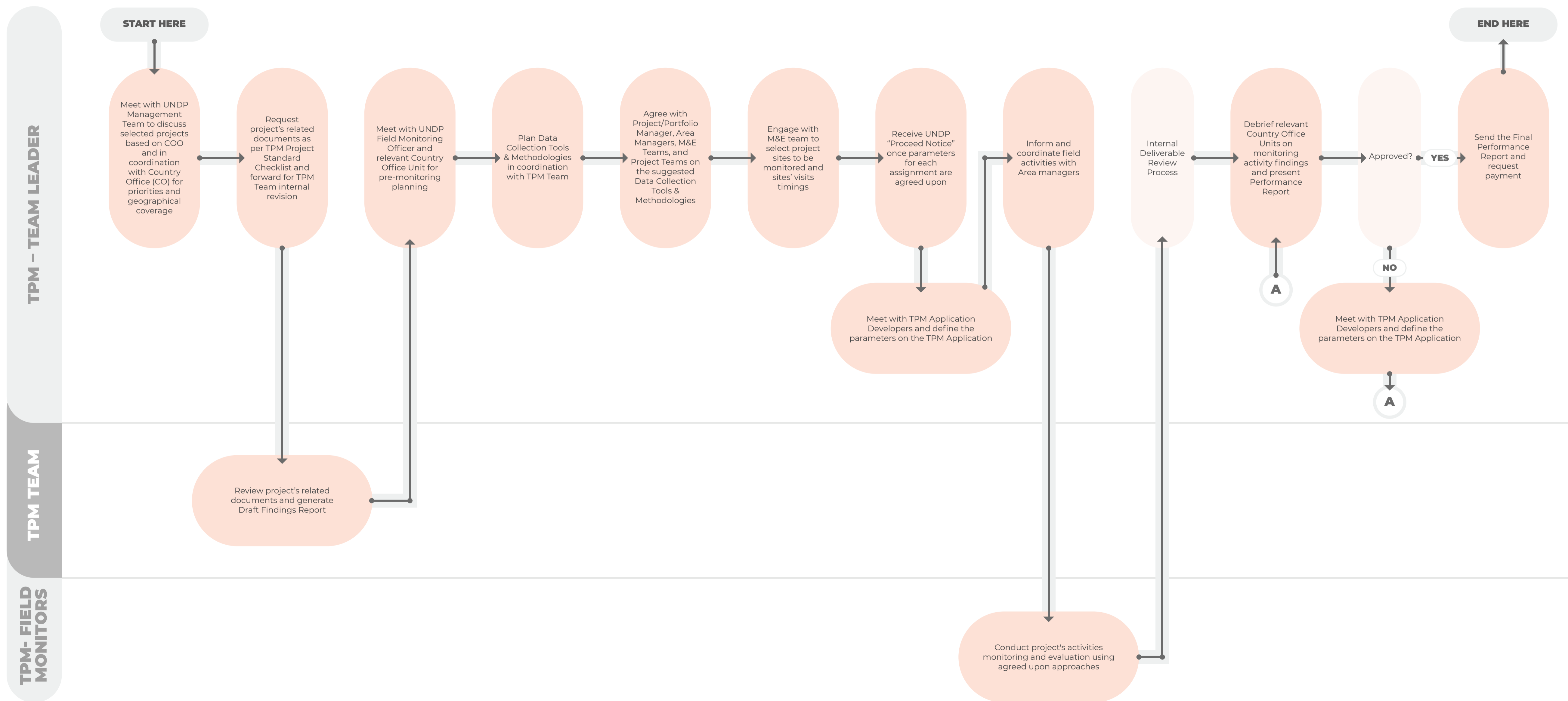### OPTIMIZE RESULTS PHASE DELIVERABLES

•• **IMPACT MONITORING REPORTS:**
One report per project (upon request)

QUALITY ASSURANCE REVIEW
& DELIVERABLES REVIEW MECHANISMS

The below figures depict the Quality Assurance and Deliverables Review workflows, please refer to Appendix D - Quality Assurance Review and Deliverables Review Procedure.
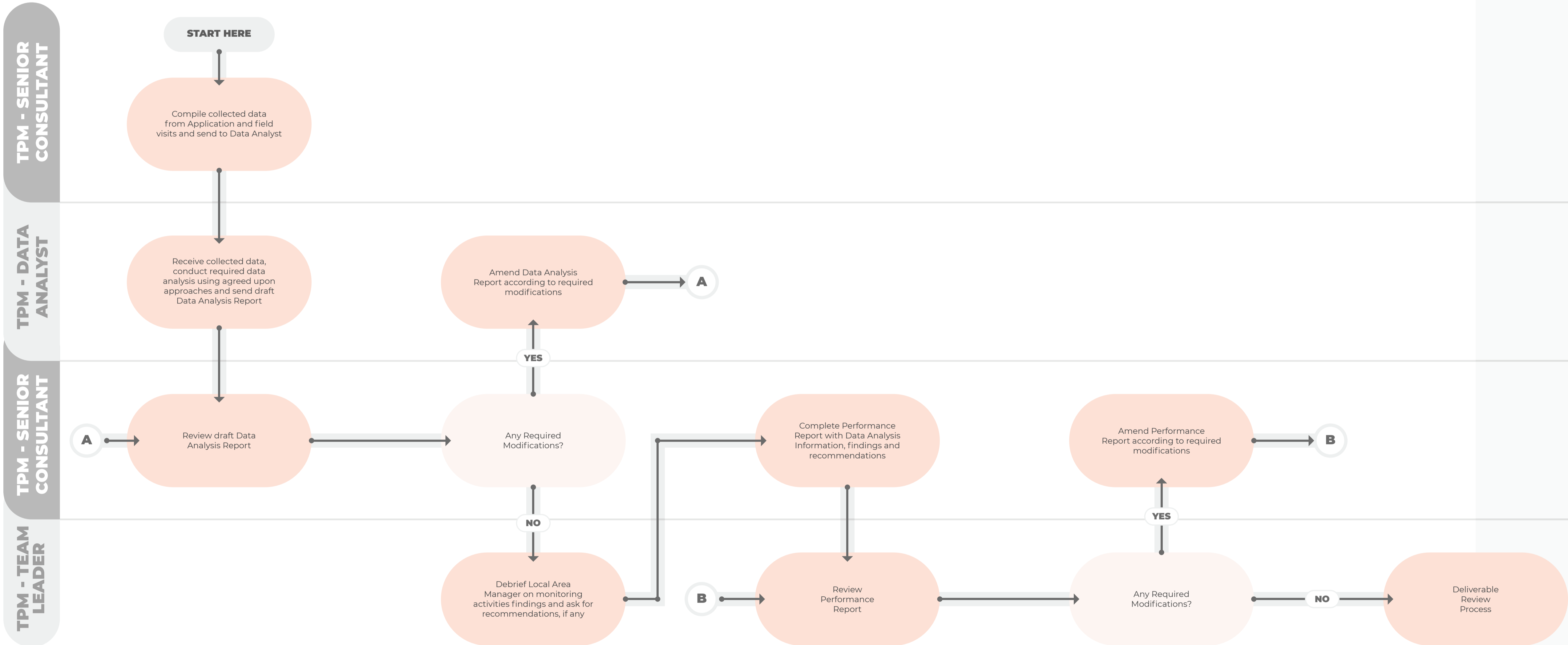
QUALITY ASSURANCE WORKFLOW:

QUALITY ASSURANCE REVIEW
& DELIVERABLES REVIEW MECHANISMS

DELIVERABLES REVIEW WORKFLOW:

TPM - SENIOR CONSULTANT

START HERE

Compile collected data from Application and field visits and send to Data Analyst

TPM - DATA ANALYST

Receive collected data, conduct required data analysis using agreed upon approaches and send draft Data Analysis Report

Amend Data Analysis Report according to required modifications → **A**

YES

TPM - SENIOR CONSULTANT

A → Review draft Data Analysis Report → Any Required Modifications?

Complete Performance Report with Data Analysis Information, findings and recommendations

Amend Performance Report according to required modifications → **B**

YES

NO

TPM - TEAM LEADER

Debrief Local Area Manager on monitoring activities findings and ask for recommendations, if any

B → Review Performance Report → Any Required Modifications? → **NO** → Deliverable Review Process

2.3 SUBCONTRACTED WORK

The Consortium is self-sufficient and will not require subcontracting any parts of this project.

2.4 PERFORMANCE MONITORING & EVALUATION MECHANISMS & TOOLS

As detailed in Section 1 above and specifically point 1.4 of this proposal, and after contract award, the Consortium will agree with the Client on a set of Key Performance Indicators (KPIs) and respective targets to be incorporated in the project charter which will act as a Service Level Agreement (SLA) between both parties.

We believe such KPIs and their respective targets should be generated in a consensus manner after understanding the types of projects under UNDP management to ensure applicability and relevance.
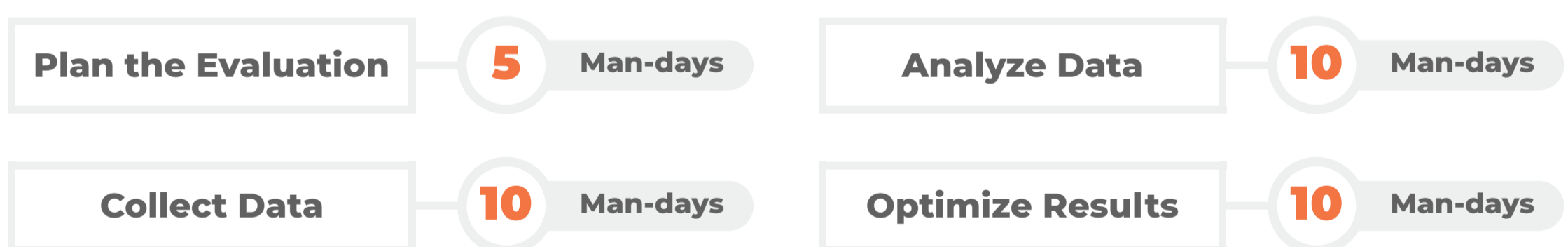
PROJECT TIME PLAN

Given the nature of the project and specifically the variety of characteristics and requirements of UNDP projects in relation to this RFP, and since UNDP will issue COO for its respective projects at its own discretion, the Consortium believes a real project timeline with a detailed Gantt Chart will be furnished in the project charter upon contract signature and project mobilization.

However, the general sections of the time schedule will take into consideration the following:

1   **Plan the Evaluation**   **3**   **Analyze Data**

2   **Collect Data**   **4**   **Optimize Results**

Despite the above, the Consortium understands that the total number of projects per twelve (12) months of operation, i.e. one (1) year, under UNDP management to be served by the TPM/Consortium I favor of this RFP amounts to fifty (50) projects. The Consortium enjoys the ability to expand its capacity of talents to accommodate these projects if allocated sequentially or in parallel and is very confident to deliver within the promised timeframe. The Consortium assumed the number of projects per quarter or per 90 days to be equivalent to fifteen (15) projects.

The following is a high level estimate of a typical project phases breakdown and associated number of Man-days* per phase:

Plan the Evaluation	**5** Man-days	**Analyze Data**	**10** Man-days
Collect Data	**10** Man-days	**Optimize Results**	**10** Man-days

This sums up to one (1) Man-month** project, and an average number of five (5) Man-projects per months.

However, we understand that some projects may require several cycles of data collection and analysis. The nature of these project and estimated duration will be agreed on with the Client on a quarterly basis.

••• *A typical Man-day is equivalent to eight (8) working hours*
••• **A typical Man-month is equivalent to thirty (30) working days*

SUSTAINABILITY MEASURES

Sustainability is the ability of a project to continue its purpose and overall objective far into the future. All projects have to end eventually, but the project impact should continue. Sponsors/funders want to see how the project and its impact will outlive their direct involvement in the project. A project can be sustainable in three (3) main categories: organizational, financial, and community sustainability.

The following is a brief description and a sample example of the main categories:

COMMUNITY:

Community sustainability is how the community carries out the project activities even after the project ends.

EXAMPLE:

A typical project of training fifty (50) new mothers on infant nutrition. After the training, these mothers will then share their knowledge with other mothers, children, and neighbors in their communities. In this way, the project will continue to reach an additional 200-500 indirect beneficiaries one year after official project activities are completed.
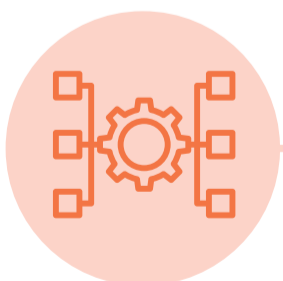
FINANCIAL:

Financial sustainability is how the financial support required for the project will continue after the project has ended.

EXAMPLE:

As part of a typical advocacy initiative, the Communications Team will organize an online newsletter and crowd-sourcing campaign. This campaign will also include an annual appeal to further support the project.

ORGANIZATIONAL:

Organizational sustainability is how the project contractor itself continues to function after the project.

EXAMPLE:

A project contractor will use social media to publicize its research findings, and also help attract new volunteers to the project.

OTHER TYPES OF SUSTAINABILITY

NGOs and projects come in all shapes and sizes. Thus, NGOs can be sustainable in many other areas beyond community, financial, and organizational sustainability. For certain types of NGOs, this can also include:

- Business sustainability: the project will generate financial gains or profits and continue to function on earned income. This may also be a cross-cutting theme in livelihood development-type projects.

- Environmental sustainability: the project uses resources in such a way that the needed resources will never disappear. This is only in rare cases a type of project sustainability. More often, environmental sustainability is a project theme or cross-cutting theme.

Regardless of the category, make it clear to the sponsors/funders how the project impact will be sustained even after the grant is completed.

Sustainability measures are a critical component in the eyes of sponsors/funders where those sponsors/funders will feel more secured on the continuity of the projects' benefits and a clear road map to realization of the respective impact and benefits on target beneficiaries.

Sustainability measures should consider the long term benefits of funded projects continue to run after completion; i.e. the Consortium should assess for a typical project like "Rehabilitation" the inclusion of capacity building of committees to run the project from that particular society once the project is delivered. Similarly, the Consortium should assess for a typical project like "Vocational Training", the inclusion of proper follow up measures to ensure that targeted beneficiaries found jobs.

Accordingly, for every project, the Consortium shall gather objectively and independently supporting data and evidence to answer the following questions:

1. Does the project have a clear and documented exit strategy agreed upon with UNDP?

2. Does the project have a documented sustainability plan to achieve its exit strategy?

3. Is the project's contractor working in line with the sustainability plan?

2.6 SUSTAINABILITY MEASURES

OTHER TYPES OF SUSTAINABILITY

If all three (3) questions above are answered yes, the Consortium will objectively review the exit strategy and sustainability plan of the set project against preset criteria and issue an assessment report accordingly identifying whether the project deem sustainable or not. In the case the exit strategy or sustainability requires some improvement for it to be considered as viable, the Consortium will advise UNDP accordingly for actions to be taken.

If the project contractor does not have a clear exit strategy or sustainability plan or if improvements cannot be implemented, the Consortium will mention that the set project is not sustainable. A typical source for assessment of project's sustainability and related requirements should be primarily the project's charter and plan.

In addition to the aforementioned categories of sustainability, some dimensions of project sustainability include:

- Institutional stability
- Continued operation & maintenance of project facilities
- Continuous flow of net benefits
- Maintenance of environmental stability
- Equitable sharing & distribution of project benefits
- Continued community participation

In addition to the aforementioned categories of sustainability, some dimensions of project sustainability include:

- Efficient use of natural resources
- Education
- Population stabilization
- Integrated environmental systems management
- Social and cultural changes
- Determining environmental limits
- Refining market economy
- Reduction in waste and prevention of pollution
- Protecting soil from pollution
- Reducing disparity in life cycle
- Restoring landscapes

2.7 ADDITIONAL INFORMATION
REGARDING THE PROJECT

The Consortium believes the solutions provided in this proposal comprising all sections and appendices are sufficient for the purpose of this RFP, however, the Consortium is ready to provide the client with any requests if required and present different sections of the proposal in person as needed for clarification purposes if and when required by the Client.
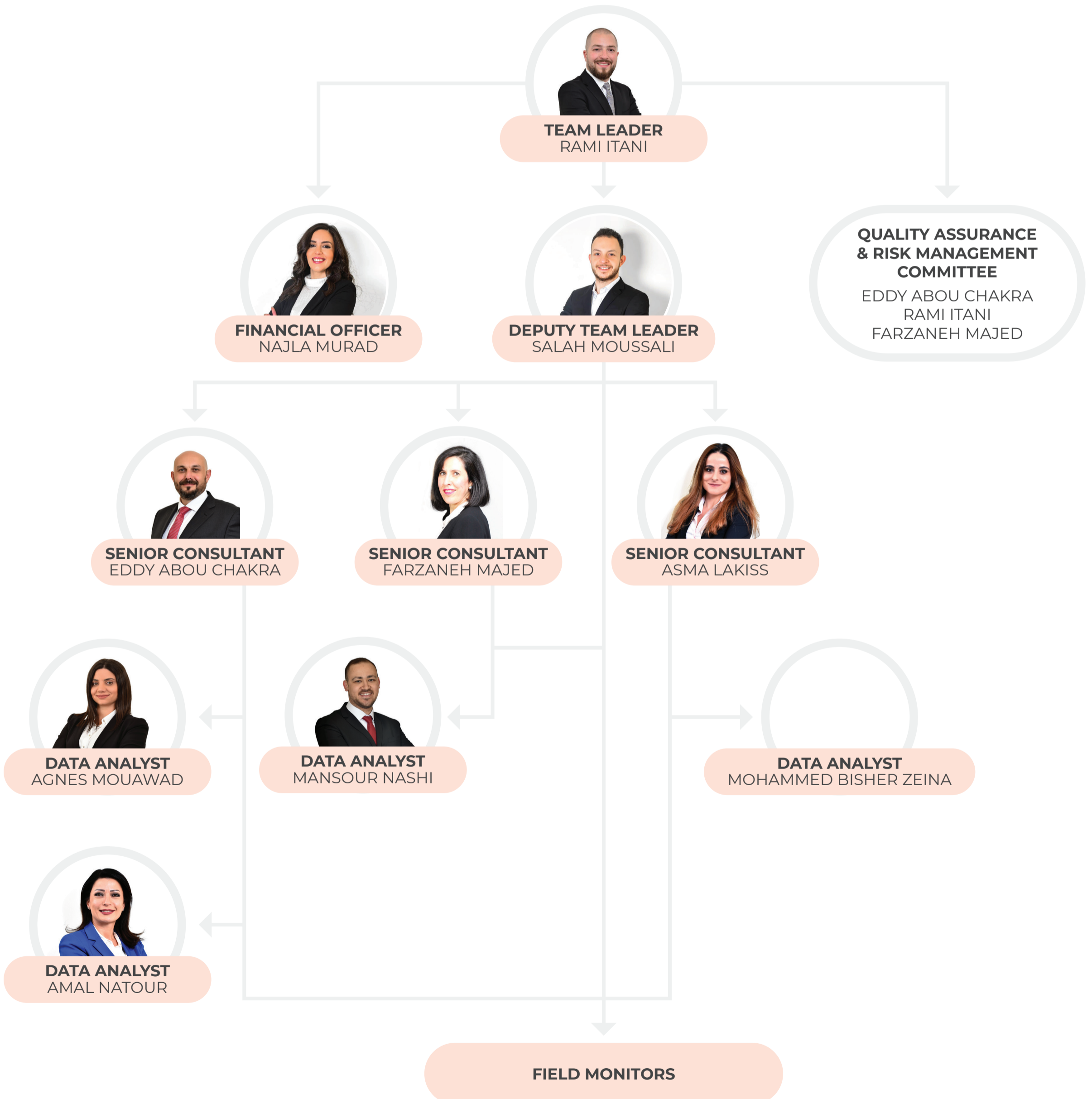
Management Structure & Key Personnel

ORGANIZATIONAL CHART

TEAM LEADER
RAMI ITANI

FINANCIAL OFFICER
NAJLA MURAD

DEPUTY TEAM LEADER
SALAH MOUSSALI

QUALITY ASSURANCE & RISK MANAGEMENT COMMITTEE
EDDY ABOU CHAKRA
RAMI ITANI
FARZANEH MAJED

SENIOR CONSULTANT
EDDY ABOU CHAKRA

SENIOR CONSULTANT
FARZANEH MAJED

SENIOR CONSULTANT
ASMA LAKISS

DATA ANALYST
AGNES MOUAWAD

DATA ANALYST
MANSOUR NASHI

DATA ANALYST
MOHAMMED BISHER ZEINA

DATA ANALYST
AMAL NATOUR

FIELD MONITORS

3.1 MANAGEMENT STRUCTURE & KEY PERSONNEL

PROJECT MANAGEMENT STRUCTURE

POSITION ROLE AND RESPECTIVE CONTRIBUTION

ROLE	RESPONSIBILITIES	ALLOCATED TIME (%)
TPM Team Leader & Deputy Team Leader	• Represent and sign off on behalf of the Consortium • Maintain a thorough liaison throughout the project with the Client Primary Responsible; • Approve all deliverables against Project Charter prior to submitting to the Client	**10%**
Senior Consultant	The Senior Consultant is responsible for all delivery aspects of the project. In addition to the requirements on the RFP on the Senior Consultant role, this position will: • Provide direction to the project team of Field Monitors and Data Analysts; • Check that the project produces deliverables in accordance with the Project Charter; • Maintain a thorough liaison throughout the project with Project Coordinator; • Provide resources and monitor project progress	**20%**
TPM Quality Assurance & Risk Management Committee	• Ensure the quality of the deliverables • Proactively raise flags on potentially arising issues • Provide subject matter experts on frameworks, methodologies and best practices • Schedule sporadic site visits to control the quality of TPM team field visits	**5%**
Data Analysts	• Provide quality assurance to the project • Analyze and process data • Develop and research instruments, management and statistical analysis • Perform quality assurance procedures to the data collection process and data analysis	**25%**
Finance Officer	• Act as a liaison between TPM and the finance team of UNDP • Prepare project budget related reports • Release payment remittance advices • Other financial dealings related to the project	**5%**
Field Monitors	• Conduct field visits • Collect quantitative and qualitative field data in all governorates in Syria • Produce technically sound, well-written reports	**35%**

VG | **OUR METHODOLOGY**
THE LEGACY OF PHILIPS ROI METHODOLOGY

Name of Personnel	Rami Darwish Itani
Position for this Assignment	Team Leader
Nationality	Lebanese
Language Proficiency	English & Arabic fluent
Education/ Qualifications	BS Banking and Finance, Lebanese American University (LAU), Beirut, Lebanon
Professional Certifications	Balanced Scorecard Master Practitioner (BSMP®) – George Washington University, USA Balanced Scorecard Professional (BSP®) – George Washington University, USA Key Performance Indicators Professional (KPIP) George Washington University, USA Certified Business Process Associate (CBPA)
Employment Record/ Experience	**Vanguards Consulting: Nov. 2013 – Present** Partner and Co-Founder **Addima Consulting – Lebanon: 2010 – 2013** Manager – Strategy Management Consulting **PricewaterhouseCoopers (PWC) - Dammam / KSA: 2009 – 2010** Assistant Manager **Ernst & Young (EY) - Dammam / KSA : 2009** Senior Consultant **ADDIMA Consulting – Lebanon: 2005 – 2009** Financial & Management Consultant Rami is a Partner with 13+ years Strategy and Management Consulting experience for prestigious organizations such as Ernst & Young and PricewaterhouseCoopers. He is also the Vice President and Board Member at the Association of Business Process Management International (ABPMP) and a Senior Associate at the Balanced Scorecard Institute (BSI). Throughout his career, he supported multinationals improve organizational results by translating their strategy into operations from strategy formulation to business process reengineering and implementation. Rami's project management hands-on expertise includes the supervision and management of various projects and contracts; including the development and efficient and effective implementation of projects' schedule, quality assurance, projects' management processes, resources optimization, as well as gauging projects' impact and return on investment, therefore advising on amendments and improvements of project management and procedures based on observed situations. Rami regularly facilitates project management, strategy formulation and management, business process re/design related workshops to a variety of clients across different industries such as banks, financial institutions, petrochemicals companies & government entities.
References	Reference 1: Joe De Carlo – Vice President for Engagement and Delivery – Strategy Management Group – 2000 Regency Parkway Suite 425 – Cary, NC 27518 Tel: +1 (919)4608180 Email: jdecarlo@strategymanage.com Reference 2: Dr. Ghada Naimi – Internal Assessment Manager – Ministry of economy and Planning, Riyadh, KSA Tel: +966 (5) 4 3484425 Email: ghadaalnaimi318@gmail.com

Name of Personnel	Salah Moussalli
Position for this Assignment	Deputy Team Leader
Nationality	Syrian
Language Proficiency	Arabic; English; French
Education/ Qualifications	Syrian Virtual University; MBA; 2020 University of Aleppo; MD (Doctor of Medicine Diploma); 2017
Employment Record/ Experience	**Aleppo Startup Khan** Aleppo Startup Khan is the first coworking space in Syria. It provides working spaces, meeting rooms, and private offices to freelancers and entrepreneurs. It also offers workshops and consultancies and host startup-related events. **Co-founder and CEO Mar 2020 – Present** **Platform Human Capital Development** Platform is a business development agency focused on delivering human development solutions, such as recruitment services, organizational development services, and tailored capacity building programs. **Founding and Managing Partner Jan 2020 – Present** **UNDP** Consultancy: Peace building and social cohesion – context analysis in Aleppo Oct 2019 – Dec 2019 **Syria Trust for Development** The Trust is Syria's largest NGO. It works on leading social development through its portfolio of programs and entities. **Shabab Managing Director Jan 2018 – Aug 2019** Shabab Program works on strengthening the employment prospects of young people by offering market-relevant training and advice in the areas of job placement, entrepreneurship, and vocational training. **Achievements:** • Development of a new strategy paper to redefine the program's offering in light with the economic setback experienced in the Syrian market; • Leadership of teams of employees and volunteers operating remotely in three career centers, located within Syria's largest state universities; • Provision of guidelines and standards for operational planning and monitoring, and Presentation of progress reports to the board; • Supervision on the delivery of training and career guidance services to over 20,000 students across three governorates in Syria. **Shabab Career Center Manager Jun 2017 – Dec 2017** Achievements: • Management of trainings and workshops on soft skills, hard skills, and entrepreneurship delivered to university students; • Organization of an interactive career guidance exhibition for over 3000 teenagers; • Management of the project " Debate and the role of youth dialogue in protecting cultural heritage" in collaboration with UNESCO Beirut; • Management of the project " Empowering women and GBV awareness" in collaboration with UNHCR Syria; **Training Supervisor Jan 2016 – May 2017** Achievements: • Development of new training programs for the youth employment and youth entrepreneurship tracks; • Management of communication and networking with professionals from different industries to volunteer in training sessions; • Organization of the first "Aleppo University Debate Competition" **Soft Skills and Entrepreneurship Trainer Apr 2015 – Dec 2015**

Name of Personnel	Adi Marwan Abou Chakra
Position for this Assignment	Senior Consultant
Nationality	Bulgarian - Lebanese
Language Proficiency	English & Bulgarian fluent. Arabic intermediary
Education/ Qualifications	BA Business Administration – University of Balamand UOB, Lebanon Diploma – North Carolina State University (NCSU) NC – USA
Professional Certifications	Strategic Management Performance System (SMPS) USA Balanced Scorecard Master Practitioner (BSMP®) – George Washington University, USA Balanced Scorecard Professional (BSP®) – George Washington University, USA Certified Information Systems Auditor (CISA) Certification in E-Commerce (CEC) Key Performance Indicators Professional (KPIP) George Washington University, USA Performance Measurement Blueprint Methodology (PuMP) Memberships: • Information Systems Audit and Control Association (ISACA) • Association of Strategic Planning (ASP) • Senior Associate – Balanced Scorecard Institute (BSI)
Employment Record/ Experience	**Vanguards Consulting: Nov. 2013 – Present** Managing Partner – Founder – Senior Consultant **Lucid Investment – Lebanon: 2012 – 2013** Senior Manager – Internal Audit **Valencia Marble LLC. United Arab Emirates: 2010 – 2012** General Manager **Addima Consulting – Lebanon: 2004 – 2010** Partner – Strategy, Management and Information Systems Consulting **Banque Du Liban BDO – Lebanon: 2004** Head of Practice Information Systems Audit / Consulting **Horwath Abou Chakra & Co. – Lebanon: 1999 – 2004** Head of Practice Informaion Systems Audit Information Technology Administrator **Bassam Shami & Co. – Lebanon: 1992 – 1999** Accountant Adi is a Managing Partner with 25+ years of experience in supporting clients solve critical challenges around strategy formulation, organizational design, performance management and information systems in several industries such as banking, FMCG, real estate, hospitality, F&B, healthcare, aviation, government and oil & gas. His professional background includes various key positions in international firms (including Horwath and BDO International), as well as ADDIMA Consulting, a strategy and management consulting firm. Adi provided expert advise to clients and project stakeholders in relation to monitoring and evaluation; his hands-on expertise lies in analyzing, formulating strategies, auditing and redesigning business processes and leading comprehensive business transformation projects aimed at improving organizational performance, operational efficiency and processes effectiveness.
References	Reference 1: Joe De Carlo – Vice President for Engagement and Delivery – Strategy Management Group – 2000 Regency Parkway Suite 425 – Cary, NC 27518 Tel: +1 (919)4608180 Email: jdecarlo@strategymanage.com Reference 2: Leigh Kendall – Divisional Director Professional Learning & Consulting – Informa Middl East – 20th floor, Dubai World Trade Center Tower, Sheikh Zayed Rd. Dubai United Arab Emirates Tel: +971 (0) 4 4072536 Email: Leigh.Kendall@informa.com

Name of Personnel	Farzaneh (Batool) Majed
Position for this Assignment	Senior Consultant
Nationality	British
Language Proficiency	English & Persian fluent. Arabic intermediary
Education/ Qualifications	BSc Combined Sciences – Statistics & Biology (Honours) – University of Brighton, Brighton, UK, 1989 - 1992 A-levels in Mathematics, Biology, Chemistry & Classical Persian, Eastleigh College & St. Mary's College, UK 1986 - 1989
Professional Certifications	Certified ROI Professional (CRP), ROI Institute, USA, June 2019 Balanced Scorecard Master Practitioner (BSMP®) – George Washington University, USA, 2017 Balanced Scorecard Professional (BSP®) – George Washington University, USA, 2017 Key Performance Indicator Practitioner (KPIP®) – George Washington University, USA, 2017 Strategic Management Performance Systems, LBL Strategies, USA, 2017 Master's Certificate in Project Management® – George Washington University & PMI, USA, Seven courses based on PMI & PMP, 2008 - 2012 Leadership & Management – Chartered Management Institute, UK, 2007 – 2008
Employment Record/ Experience	**CEO & Managing Partner – Transform Alliance Management Consultancy – 2017 – Present, UAE** **Partner – ROI Institute – 2016 – Present** **Partner and Board Member – Balanced Scorecard Institute – 2017 - Present** Farzaneh is committed to assisting organizations to achieve transformation through the engagement of their people with TA's alliance partners. Having identified the mission of the organization, clients are guided and closely monitored on the journey from Strategy Formation and Implementation of Change Management. A key focus throughout is the end result and measurement of the ROI on each project. She just concluded a project with UAE Ministry of Interior and Ministry of Education to evaluate the effectiveness of Khalifa Empowerment Programmes on cyber safety in UAE's schools – 2015 -2020. This included nearly 250,000 students. "Measuring The ROI of Reduction In Symptomatic (Non-Severe) Malaria Prevalence Through Proactive Community Treatment (ProACT) in Rural Benin, West Africa", 2017 – 2019. It just won 2019 ROI Institute Award for Best Research. Farzaneh facilitates and coaches ROI Certification courses as well as other strategic programmes with a high satisfaction rates from the participants. **Partnership Director, Informa, London, UK, 2016** She transformed the relationships Informa had developed with key accreditation and certifying bodies as well as Informa's pool of subject matter experts. She was instrumental in identifying new talent to ensure the sustainability of the business. Division Director – Informa Middle East, 1994 - 2015 Farzaneh established the Training, Learning & Development Division of Informa (Former IIR Middle East) and was selected as Centre of Excellence for Training among Informa Group and achieved Innovation Award for continuous improvement.
References	Reference 1: Fatima Mohammed Al Shehhi Manager, REYADA Center, HHEO PO Box 272, Sharjah, UAE E-mail: fatima.s@reyadashj.ae Tel: 971-6-5941222 Reference 2: Ali Awadallah Projects Manager Knowledge Point, P O Box131189, Abu Dhabi, UAE E: ali.awadallah@kpoint.ae Tel: 971-2- 643 1797 x 3692

KEY PERSONNEL CVS

Name of Personnel	Asma Khalil Lakkis
Position for this Assignment	Finance Officer – Data Analyst
Nationality	Lebanese
Language Proficiency	English & Arabic fluent
Education/ Qualifications	Bachelor of Science – American University of Beirut Masters of Business Administration, Emphasis on Finance – American University of Beirut Master Class in Private Equity – London Business School Executive Education Strategic Financial Analysis for Business Evaluation – Harvard Business School Executive Education
Professional Certifications	Key Performance Indicators Professional (KPIP) Certified Mergers & Acquisitions Advisor Memberships: Association of Mergers and Acquisitions Advisors
Employment Record/ Experience	**Vanguards Consulting – Beirut Lebanon: Partner, Finance Officer and Data Analyst 2014 – Present** **Lucid Investment – Beirut Lebanon: Senior Manager – Investment Banking 2011 – 2014** **Addima Consulting – Beirut Lebanon: Head of Transaction Services Department – Senior Manager 2003 - 2008** Asma is an expert Finance Officer and a Certified Merger & Acquisition Advisor. She has more than 14 years of experience in financial turnaround, financial management strategy and management consulting, with established knowledge in strategy execution using the Balanced Scorecard Framework, organizational transformation, and business process reengineering. She has a vast exposure to companies within the Levant and Gulf region and her main focus is on helping companies translate their strategy into concrete and implementable budgets (whether in restructuring and turnaround or growth situations). She has excellent knowledge in interpreting data, analyzing results as well as developing and implementing database, data collection systems, data analytics and other strategies that optimize statistical efficiency and quality. She also worked on a number of Strategy, Balanced Scorecard, Business Process Management engagements, and Exit Strategies in the areas of human resources, accountancy, and operations. Her areas of expertise include organizational design, business process optimization and workflow, as well as developing and implementing policies and procedures relating to finance & accounting. Asma is a member of the Association of Mergers and Acquisitions Advisors in Chicago, an international organization dedicated to the advancement in mergers and acquisition for privately owned corporations.
References	Reference 2: Mohamad Al Faifi – Head of Strategy Management Office – Gulf Standardization Organization – Diplomatic quarter, Aladeem Street, Riyadh, Kingdom of Saudi Arabia. Tel: +966 (5) 9 2440116 Email: malfaifi@gso.org.sa Reference 2: Leigh Kendall – Divisional Director Professional Learning & Consulting – Informa Middl East – 20th floor, Dubai World Trade Center Tower, Sheikh Zayed Rd. Dubai United Arab Emirates Tel: +971 (0) 4 4072536 Leigh.Kendall@informa.com

Name of Personnel	Agnes Mouawad
Position for this Assignment	Data Analyst
Nationality	Lebanese
Language Proficiency	English, Arabic & French fluent
Education/ Qualifications	Bachelor's Degree in Science of Life and Earth – Biochemistry: Saint Joseph University Beirut – Lebanon Master's Degree in Industrial Technology – Saint Joseph University Beirut - Lebanon
Professional Certifications	Key Performance Indicators Professional (KPIP) SHRM Senior Certified Professional (SHRM-SCP) Balanced Scorecard Professional (BSP®)
Employment Record/ Experience	**Vanguards Consulting – Beirut Lebanon: Data Analyst – Senior Consultant 2013 – Present** **Addima Consulting – Beirut Lebanon: Consultant – 2011 - 2013** Agnes is an experienced Data Analyst and Senior Consultant that oversees a wide range of projects related to human resource management, strategy formulation and management, performance management, and organizational design services. Agnes has assisted many institutions and government entities in managing projects and initiatives by streamlining business processes, used statistical methods to analyze data and generate useful business reports, used data to create models that depict trends in the customer base and the consumer population as a whole, formulating and implementing their strategies through the balanced scorecard framework, organizational design and performance management, as well as the development of policies, procedures and job descriptions. Agnes has also worked on multiple projects across a range of different industries such as contracting, healthcare, FMCG retail, project management, printing, and media. Agnes regularly provides public and in-house trainings on performance management, HR Administration and HR Skills Management. As such, she recently trained many public sector employees from the Saudi Government on Key Performance Indicators and Performance Management in-line with Kingdom of Saudi Arabia Vision 2030.
References	Reference 1: Mohamad Al Faifi – Head of Strategy Management Office – GCC Standardization Organization – Diplomatic quarter, Aladeem Street, Riyadh, Kingdom of Saudi Arabia. Tel: +966 (5) 9 2440116 Reference 2: Majed Al Oshain – Head of Project Management Office – in a confidential security entity, Riyadh, KSA. Tel: +966 (5) 0 5245264 Email: majedsaud2@hotmail.com

Name of Personnel	Amal Natour
Position for this Assignment	Data Analyst
Nationality	Lebanese
Language Proficiency	English & Arabic fluent
Education/ Qualifications	Bachelors of Arts – Beirut Arab University 1992
Employment Record/ Experience	**Vanguards Consulting – Beirut Lebanon - Data Analyst – Office Manager 2017 – Present** **BodyBrite NOVA, LLC.– VA USA– Spa Manager 2015 – 2017** **Qatar Solar Technologies – QF Doha Qatar Administrative Coordinator 2009 – 2015** **Middle East Franchise Developers Holding – Beirut Lebanon – Executive Assistant to Chariman 2017 – 2009** **Gamma Group International – Beirut Lebanon – Executive Assistant 2002 – 2007** **Wireless Media – Beirut Lebanon – Executive Assistant to GM 2001 – 2002** **Coca Cola Middle East – Beirut Lebanon – Executive Assistant Operations and PR Dep.t 2000** **OGERO – Ministry of Post and Telecommunications – Beirut – Lebanon – Executive Assistant to Commercial Director 1998** **British Mediterranean Airways – Beirut Lebanon – Executive Assistant to Regional Manager 1993 - 1997** Amal is an experienced Data Analyst and Office Manager with over 15 years of experience overseeing a wide range of activities including gathering and cleaning data to uncover trends and business insights, generate relevant business reports, worked with management teams to create prioritized lists of needs for each business segment and identified and recommended new ways to save money by streamlining business needs. Amal has assisted many organizations, including private, government and international ones accomplish perfection in operation and management. She has worked effectively in fast-paced environments while constantly reduced cost and increased efficiencies. She has an excellent capability of handling a wide range of administrative functions while consistently producing top-quality work. Amal has excellent interpersonal skills, initiative, attention to detail and follow through skills
References	Reference 1: Reference 2: Majed Al Oshain – Head of Project Management Office – in a confidential security entity, Riyadh, KSA. Tel: +966 (5) 0 5245264 Email: majedsaud2@hotmail.com Reference 2: Leigh Kendall – Divisional Director Professional Learning & Consulting – Informa Middl East – 20th floor, Dubai World Trade Center Tower, Sheikh Zayed Rd. Dubai United Arab Emirates Tel: +971 (0) 4 4072536 Email: Leigh.Kendall@informa.com

Name of Personnel	Mansour Nashi
Position for this Assignment	Data Analyst
Nationality	Lebanese
Language Proficiency	English, Arabic & French fluent
Education/ Qualifications	Bachelor's degree in Biochemistry, Lebanese University (LU) Master's degree Student in Market Access of Health Products, Lebanese University (LU)
Professional Certifications	Balanced Scorecard Professional (BSP®)
Employment Record/ Experience	**Vanguards Consulting – Beirut Lebanon: Data/Business Analyst – 2018 – Present** **Institut Français du Liban – Beirut Lebanon: Data Analyst – 2015 - 2018** Mansour is an experienced Business and Data Analyst that oversees a wide range of projects and activities including conducting data collection, data analysis and assessment and preparing project findings report. Mansour assists project team in re/structured organizations including business process management, respective process maps, policies and. Mansour has also worked on multiple projects across a range of different industries. He was part of several projects in the Institut Français in Lebanon aiming at establishing relationships between the French Embassy – Cultural Mission and locals in the Shouf Area in Lebanon. Therefore, he was part of implementing the French Embassy projects in local governorate by conducting extensive data collection and analysis, leading workshops with stakeholders, preparing performance and trend reports in close coordination with the project's manager.
References	Reference 1: Mohamad Al Faifi – Head of Strategy Management Office – GCC Standardization Organization – Diplomatic quarter, Aladeem Street, Riyadh, Kingdom of Saudi Arabia. Tel: +966 (5) 9 2440116 Reference 2: Majed Al Oshain – Head of Project Management Office – in a confidential security entity, Riyadh, KSA. Tel: +966 (5) 0 5245264 Email: majedsaud2@hotmail.com

KEY PERSONNEL CVS

Name of Personnel	Mohammed Bisher Zeina
Position for this Assignment	Data Analyst
Nationality	Syrian
Language Proficiency	English, Arabic
Education/ Qualifications	University of Aleppo; PhD in Mathematical Statistics and Programming; 2020 University of Aleppo; MSc in Mathematical Statistics and Programming; 2016 University of Aleppo; Bachelor in Mathematical Statistics; 2013
Professional Certifications	ICDL Business Research with SPSS Advance Statistical Analysis using SPSS
Employment Record/ Experience	**Academic Group of Statistics, Aleppo (Syria)** **General Manager / Statistician** **1 Jun 2011- Present** • designing data acquisition trials • assessing results • analyzing trends • applying statistical methodology to complex data • acting in a consultancy capacity • designing and implementing data gathering/management computer systems and software • supervising junior statistical staff • using statistics to make forecasts and to provide projected figures • presenting information in a variety of formats • conveying complex information to people who may not be specialists **UNICEF Child Protection Office** **Information Management Volunteer** **21 Jan 2017 Present** • cleaning data • statistical analysis of available data • converting data into maps • preparing 4W S reports **University of Aleppo, Aleppo (Syria)** **Teaching Assistant** **1 Sep 2013 – Present** • Mathematical Analysis • Complex Analysis • Advanced Probability Theory • Stationary Distributions • Stochastic Processes • Queuing Theory • Applied Statistics • Programming Languages • Statistical Programming **EIEA, Aleppo (Syria)** **Data Officer** **14 Oct 2017 - 31 Jan 2018** • develop records management processes and policies • identify areas to increase efficiency and automation of processes • set up and maintain automated data processes • identify, evaluate and implement external services and tools to support data validation and cleansing • produce and track key performance indicators • develop and support reporting processes • monitor and audit data quality • liaise with internal and external clients to fully understand data content • gather, understand and document detailed business requirements using appropriate tools & techniques • design and carry out surveys and analyze survey data • manipulate, analyze and interpret complex data sets relating to the employer's business • prepare reports for internal and external audiences using business analytics reporting tools • create data dashboards, graphs and visualizations • provide sector and competitor benchmarking • mine and analyze large datasets, draw valid inferences and present them successfully to management using a reporting tool.

Name of Personnel	Najla Murad
Position for this Assignment	Finance Officer
Nationality	Palestinian
Language Proficiency	Arabic; English
Education/ Qualifications	University of Aleppo; Bachelor in Banking; 2010
Employment Record/ Experience	**Platform HCD City Aleppo/Syria.** **Finance & Administration Manager** **01-01-2020 till Now** • Managing financial and administration teams to achieve company financial goals. • Develop the corporate financial goals and objectives. • Keep financial records and perform financial procedures (receipts, payments requests, petty cash) • Assist the organization and management of internal and external audits. • Ensure agreed reporting dates are maintained according to Safer world's policies. • Prepare accurate and timely financial reports for donors as required. **FRANSABANK Syria City Aleppo/Syria** **Commercial Controller** **01-12-2018 till 31-12-2019** • Setting goals for performance and deadlines in ways that comply with FRANSABANK's plans and vision. • Monitoring employee productivity and providing constructive feedback and coaching. • Organizing workflow and ensuring that employees understand their duties or delegated tasks. • Providing the right context for each employee to motivate themselves. • Auditing the variant monthly reports (Loans, fixed deposits, stamps,). **Customer Service Representative** **01-05-2014 till 01-12-2018** • Organizing Data and information, arranging customer visit reports, and preparing 4ws. Maintaining programme files and archives, arranging meeting and taking its minutes. • Open customer accounts by recording account information, resolve product or service problems by clarifying the customer's complaint; determining the cause of the problem; selecting and explaining the best solution to solve the problem; expediting correction or adjustment; following up to ensure resolution. • Coordinating with the government counterpart CBOs for documentations necessary for project implementation processing of payments and confirmation verification of project completion. • Corresponding with the legal department to ensure the legal solutions, • Monitoring the routine procedures for projects. Conducting site assessment and monitoring the standards of work completed. **Seneen Olive Oil Factory Sheikh Najjar Industrial City Aleppo/Syria** **Sales Supervisor** **April -2012 To 30-04-2014** **CPC Institute – Aleppo/Syria** **Key Account for Business Department** **15-07-2010 To 30-09-2011**

KEY PERSONNEL CVS

Name of Personnel	Toufik Wazzaz
Position for this Assignment	Field Monitor – Aleppo
Nationality	Syrian
Language Proficiency	Arabic; English
Education/ Qualifications	Syrian Virtual University; MBA; 2021 University of Aleppo; Bachelor in Civil Engineering
Employment Record/ Experience	**Syria Trust for Development** **Shabab Program Manager** **Jan 2018- Apr 2020** • Formulate preliminary annual operations plan • Continuously ensure performance is in line with operational guidelines / best practices • Monitor performance indicators and pro-actively intervene to address under performance • Manage and monitor expenditure to ensure it is in line with allocated budget and promptly address variances • Pro-actively identify process improvement and cost reduction opportunities • Perform necessary reporting requirements as per senior management directives • Ensure adequate maintenance and constant development of physical infrastructure • Contributing in recruiting with the HR department • Build relationships with key stakeholders within the catchment areas, with the aim of strengthening program performance • Contributing in national Strategic planning for the program • Budget planning and follow up • Mentoring and coaching the team performance **Shabab Program Training Portfolio Coordinator** **Oct 2017- Dec 2017** • Networking and partnership building with the volunteer trainers • Setting the monthly training agenda for the center • Supervising the program trainers **Shabab Program Trainer** **Sep 2016- Sep 2017** • Provide trainings on business skills, project management, and entrepreneurship. • Create and edit training contents. • Contributing in projects planning and implementing

Name of Personnel	Jiana Ashji
Position for this Assignment	Field Monitor
Nationality	Syrian
Language Proficiency	Arabic; English
Education/ Qualifications	University of Aleppo; Masters in Accounting; 2021 University of Aleppo; Diploma in Education; 2015 University of Aleppo; Bachelor in Economics; 2012
Employment Record/ Experience	**Platform Human Capital Development** **Trainer** **Jan 2020 – Present** • Preparing the training curricula that customize to the needs of our participants. • Building the managerial and leadership skills for executives and professionals leading teams and organizations **Syria Trust for Development** **Training Supervisor** **Feb 2018 – Present** • Provide support in recruiting and hiring trainers (technical test, interviews). • Manage and support the implementation of new employees on boarding process in Shabab Program. • Build and develop relationships with external partners and trainers from various business sectors. • Identify and asses current and future training needs based on labor market requirements. • Supervise monthly plans for training courses provided in Shabab program. • Supervise all trainers and ensuring high quality in training courses. • Develop programs content (Business skills, startups and entrepreneurship). • Collaborate with the Communication Team to document all training courses and activities provided in Shabab program. • Help companies hire employees that match their values and needs. **Shabab Program Trainer** **May 2016- Jan 2018** • Provide training courses in: Business &Computer skills, Marketing &Sales, Startups and Entrepreneurship, Human Resources Management, Project Management. • Create and edit training content. **AlHadeetheh Company** **Administrative Officer** **May 2015 – Apr 2016**

KEY PERSONNEL CVS

Name of Personnel	Mohammad Lababidi
Position for this Assignment	Field Monitor
Nationality	Syrian
Language Proficiency	Arabic; English
Education/ Qualifications	University of Damascus; Bachelor in Civil Engineering; 2020
Employment Record/ Experience	**Syria Trust for Development** **Training Supervisor | 2020** **Trainer | 2018** **Syrian Family Planning Association** **Board Member | 2018** **Head of Youth Committee | 2018** **Youth Peer Education Network Y-PEER** **Executive Council Member for Capacity Building | 2019**

Name of Personnel	Sarah Abu Hamed
Position for this Assignment	Field Monitor
Nationality	Palestinian
Language Proficiency	Arabic; English
Education/ Qualifications	Tishreen University; Bachelor in Architecture; 2020

Employment Record/ Experience

Syrian Arab Red Crescent
Health Awareness Program Member
1 Jan 2016 – Present
· Team Leader for 4 projects in Lattakia and Jableh countryside, which had major activities:
Group Sessions for women, youth and children on public health and protection from diseases associated with contaminated water
Distribution of hygiene kits containing the necessary supplies for families.
Support local NGOs' with health promoting programs and hygiene kits for children, adolescent, and women.
· Emergency response during war and alert

Boroam Center for Community Services
Programme Unit Manager
1 Apr 2020 – Present
· Defining programmes main strategies in compliance with the association strategy.
· Follow-up reports of programmes officers.
· Design strategies for performance Evaluation.
· Report for the administration, programmes stakeholders and other organizations.
· Ensure timely and quality implementation in compliance with the defined programmes strategy, as well as donors guidelines.

Trainer
1 Apr 2018 – 15 Feb 2020
· Deliver Gander Based Violence and Life Skills Training for women and youth.
· Develop Gender Based Violence and Life Skills Training's Manuel.

Team Coordinator
12 Dec 2015 – 1 Mar 2018
· Supervision over implementation of the projects.
· Coordinate and report for donors, projects stakeholders and other organisations.
· Ensure timely and quality implementation in compliance with the defined project strategy, as well as donors guidelines.

Mobaderoon
Supporting Team Member
1 Mar 2017 – 1 Mar 2019
· Member of Lattakia Annual Strategic Planning Team.
· Follow up Milestones of the Lattakia Annual Strategic Plan.
· Represent Mobaderoon in local partnerships.
· Facilitate Evaluation Process with the key staff.

Name of Personnel	Abdullah Al-Maksour
Position for this Assignment	Field Monitor
Nationality	Syrian
Language Proficiency	Arabic; English
Education/ Qualifications	Syrian Virtual University; Bachelor in Information Technology; 2020 University of Hama; Technical Institutes for Computer and Software Engineering; 2017
Employment Record/ Experience	**Right Click** **Founder and CEO** **2016 – Present** **Artificial Intelligence Center** **Founder** **2017 – Present** **Syrian Young Entrepreneurs Association** **Board Member** **2019 – Present** **Syrian Youth Council** **Public Relations Supervisor** **2019 – Present** **Voxvisio Syria** **IT Coordinator** **May 2017 – Mar 2018**