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Objective statement

Monitoring, Evaluation, Accountability, and Learning (MEAL) expert with 10 years of experience in program design and development, capacity building, MEAL systems rollout, and qualitative and quantitative analysis. Skilled in designing and conducting research and evaluations, data analysis, and report writing to the top international donors. Expertise in developing, piloting, and implementing various data collection tools across diverse contexts and for a wide range of humanitarian and developmental sectors. Proven track record in providing training and support, managing teams and partnerships and in sustaining stakeholder engagement.

Education

- I. Nov 2013 **Master's in international management** with distinction from Grenoble Ecole de Management
- II. Feb 2011 **Bachelor's in economics** from American University of Beirut (AUB)

Full-time experience

- I. Dec 2021-Jan 2024 **Monitoring specialist** at Management Systems International (MSI)-MEPL Program

In my role as a monitoring specialist, I played a crucial role in finalizing the USAID country-level strategic performance monitoring plans, aligning them with the country's development cooperation plan strategy for 2021-2026. Additionally, I led the USAID nationwide indicators reporting on a semi-annual and annual basis. My role included overseeing the technical aspects of research design, qualitative analysis, and report writing for M&E initiatives. This included designing research protocols, identifying appropriate sampling strategies, conducting interviews and focus group discussions, and analyzing qualitative data using rigorous techniques. I also provided training on the use of data collection instruments by enumerators during site visits, with a particular emphasis on ensuring data quality, minimizing errors, and aligning with the technical design of the project.

- II. Sep 2017-Feb 2021 **Senior Monitoring, Evaluation, and Learning (MEL) specialist** at MSI-BALADI CAP

In this role, I significantly contributed to the development of the program's theory of change and MEL framework, ensuring alignment with USAID guidelines and effectiveness in capturing impact across its various components. Additionally, I overseen the MEL implementation and MEL reporting to USAID.

Furthermore, I spearheaded efforts to enhance the capacities of more than 60 partner organizations. I designed and implemented both standardized and tailored training sessions on different MEAL topics, with a primary focus on improving partners' capacity to comply with international donors and effectively raise funds. To sustain knowledge within their systems, I authored numerous policies, procedures, and tipsheets for partners. Through on-the-job training and coaching, I ensured the practical application of these policies and procedures, fostering sustainability and positive organizational change. This comprehensive approach not only strengthened their internal processes but also guaranteed their compliance with international donor M&E standards.

III. Aug 2015-Sep 2017 **MEAL manager** at Save the Children International (SCI)

I developed six distinct sectoral MEAL logical frameworks for various humanitarian sectors. My responsibilities also included the development of logical frameworks and MEAL sections in proposal writing submitted to different international donors. Actively contributing to the establishment of MEAL units for SCI offices in both Lebanon and Haiti, I led a sizable team of MEAL specialists and played a key role in developing numerous reporting tools, facilitating MEAL reporting to donors, and aligning the staff development plan with the MEAL unit's strategic objectives to ensure internal compliance.

In addition, I designed several MEAL training programs for partners and developed the first SCI MEAL organizational assessment tools for regional partners in the Middle East and North Africa. This tool played a crucial role in SCI's ability to tailor children protection capacity building interventions for each country.

A notable achievement under my role was the establishment of beneficiary accountability mechanisms. This involved designing the policy, sustaining its budget, setting up the necessary software, and producing the first ever quarterly accountability report for SCI in the region.

IV. Nov 2014-Jul 2015 **Monitoring and Evaluation (M&E) specialist** at International Relief and Development

I coordinated (M&E) activities with implementing partners, mainly in conflict zones. Leading the donor's (FCDO) M&E reporting, I established the Value for Money (VFM) framework for cost-effectiveness reporting. My responsibilities included the development and delivery of training sessions on M&E and reporting to partners and Third-Party Monitoring agencies. Leading a team of two M&E specialists, I ensured the proper implementation of the M&E framework. This involved developing data collection tools and the results database.

V. Dec 2013-Nov 2014 **Data analyst officer** at Handicap International (Multi-Donor Fund)

This marks my first experience in MEAL. My role was to ensure a proper flow of information from the field to the database, including the automatic extraction of indicators and figures. During my tenure, I developed various data collection tools and established the necessary guidelines and tipsheets to guide the data collection process. I conducted different training sessions for partners, introducing the data collection tools and ensuring their ability to fill in the forms and conduct monthly reporting. Internally, I provided monthly activity reports to the Head of Mission and oversaw the databases for offices in Lebanon, North Syria, and Jordan.

Consultancy work

I. Jan 2024-Present **External evaluator** at TERRE Liban

As an external evaluator, my main role is to assess the effectiveness of the implementation of the CESNA project, as well as the overall impact of the project on short to medium terms and propose a new ToC.

II. Sep 2021-Dec 2022 **Regional M&E consultant** at VNG International B.V.

I played a crucial role with partners to ensure the harmonized and timely implementation of M&E activities. My responsibilities included drafting monthly reports to EU, assisting with reference sheets notes, reviewing M&E reports, and providing technical advice.

III. Jun 2021-Sep 2021 **Evaluation team leader** at Arche noVa

As an evaluator, I assessed projects against five OECD criteria. I developed evaluation methodologies, ensuring transparency, proper data collection tools, well-trained enumerators, and an ethical process. To deliver the draft and final reports, I conducted mixed-method data analysis.

IV. May 2021-Dec 2021 **M&E consultant** at Soins Infirmiers et Developpement Communautaire

I supported strategic program development and design, creating programs' ToC, strategic frameworks, and sectoral indicators. Developed M&E plans, tools, and trained field staff, monitoring project activities and progress using data platforms.

V. Feb 2021-May 2021 **MEL manager** at Development Alternatives Incorporated-LERII TAF Program

In my role, I undertook tasks such as designing log frames and indicators, conducting rigorous research and VFM assessments, performing Political Economy Analysis, and outcome measuring assessments. These efforts aimed to optimize resource allocation, enhance efficiency and effective implementation.

Proven skills

- i. **Program Design and Development:** Proven skills and qualifications include expertise in developing MEAL frameworks, designing ToC, and aligning them with internal strategic objectives within the organization and externally with the donor.
- ii. **Capacity Building:** Strong background in designing and delivering capacity building initiatives, including training, mentoring, and coaching, to enhance organizational systems, compliance, and ability to raise funds.
- iii. **Collaboration and Stakeholder Engagement:** Proficient in collaborating with diverse stakeholders, conducting consultations, and fostering effective partnerships to achieve program objectives.
- iv. **Report Writing:** Proficient in preparing comprehensive reports that communicate findings, recommendations, and insights to stakeholders in a clear and concise manner.
- v. **Data Management:** Skilled in data collection, cleaning, and analysis, with experience in maintaining databases and ensuring data quality and integrity. Expertise in using tools like Kobo ODK and Fulcrum for data collection.
- vi. **Research and Analysis:** Demonstrated ability to conduct rigorous research, analyze data using different methods.
- vii. **Qualitative and Quantitative Analysis:** Competent in employing both qualitative and quantitative methods for data analysis, including statistical analysis and interpretation of results. Proficient in using software tools such as SPSS, NVivo, Excel, or ATLAS.ti for quantitative and qualitative data analysis.
- viii. **Value for Money and other outcome assessments:** Strong experience in conducting VFM assessments, optimizing resource allocation, and ensuring cost-effective program outcomes.
- ix. **Learning and Adaptation:** Proven ability to adapt program strategies based on evidence, lessons learned, and emerging trends to promote innovation and drive program effectiveness.
- x. **Extensive international exposure:** Proven ability to thrive in diverse cultural environments, gained through educational experiences and work engagements in Turkey, France, Germany, Lebanon, Haiti, North African countries, and the Gulf countries. Strong intercultural communication skills enable effective collaboration with individuals from various backgrounds, fostering inclusive and collaborative work environments.