




# Mustafa GHASHIM

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## Personal Summary:

**Consultant with extensive experience in the NGO sector** across Syria and Turkey, specialising in peacebuilding, active citizenship, civic awareness, human rights, democracy, social cohesion, and capacity building. Skilled in project and programme management, facilitation, training, and organisational development, with experience leading projects, supervising teams, and supporting NGOs, CBOs, and CSOs to design and implement impactful initiatives. Has provided over **3,000 facilitation hours** and delivered more than **60 in-person and online trainings and workshops** for diverse groups and field teams. Also brings solid experience in developing strategies, proposals, training materials, and data collection and MEAL tools for research, assessments, and programme improvement.

## Education:

- **MA PEACEBUILDING AND RECONCILIATION** 2024  
**University of Winchester, UK**
- **PGCert in AI and Data Science** 2026  
**University of Liverpool, UK**
- **BSc ELECTRONIC ENGINEERING (CONTROL & INDUSTRIAL AUTOMATION)** 2013  
**Aleppo University, Syria**

## Work experiences:

### Project Manager

*Turkey*

#### ZENOBIA ASSOCIATION

*Jan/2022 – Dec/2022*

**Enhancing Syrian Women Political participation and advocate for women rights to be included in the constitution**

#Management #Women #Advocacy #Policy #Politics #Tracking\_budget #planning #Leading\_team #Participation #Women\_rights

- Develop overall project implementation strategy, systems, approaches, tools, and materials.
- Administration and Operational Management of Project Implementation
- Oversee and manage (Finance, logistic, administration and HR, and program).
- Make sure that organization policies are applied properly by the team members.
- Support, facilitate or undertake communication and liaison activities to actively consult and involve beneficiaries, key informants, actors, partners, and stakeholders in all stages of project design and implementation.

### PROGRAM DEVELOPER CONSULTANT [FREELANCE]

*Turkey*

#### CIVIL SOCIETY ORGANIZATIONS: ASSISTANCE COORDINATION UNIT \ SYCAC \ PEACE REVIVAL \ DARB

*Jan/2021 – Nov/2022*

#Peacebuilding #Capacity\_building #Gender #Youth #Dialogue #Social\_Responsibility #Justice #Advocacy #Conflict\_sensetivity

- Develop and implement, in coordination with the staff, a strategy for strengthening organization interventions.
- Provide advisory/technical support to local projects to build technical and organizational capacity and relationships building among stakeholders, NGOs, associations, and networks.
- Design and manage institutional assessment tools, training, and technical support.
- Provide support and advice in the development of project proposals and participate in technical meetings with donors.
- Participate in assessing program impact, monitoring and evaluation activities and serving as a liaison between field and the organization support teams.

### RESEARCHER [FREELANCE]

*Turkey*

#### PEACE REVIVAL ORGANIZATION

Studying the reality of community interaction and cooperation between the host community and the displaced from the eastern regions in Syria

Jun Jul/2022

#### URKINO ORGANIZATION

Reality understanding and needs study for peacebuilding interventions in some conflict areas inside Syria

#### OPERATION AND POLICY CENTER

Nov/2021 - May/2022

#Tools\_development #Organization\_Cpacity\_Assesment\_tools #Data\_analysis #FGDs #Key\_informant\_interviews #Organization\_governance

- Conduct data collection tools with the Key Informants according to relevant assessment methodology.
- Conduct interviews using appropriate assessment tools ensuring completeness and consistency of collected information.
- Complete questionnaires through digital devices and applications.
- Review data collected after fieldwork before submitting to Team Leader.
- Undertake structured/semi-structured observation and fill in appropriate forms.
- Facilitate focus group discussions and dialogue sessions that needed for the purpose of the research and data collection.
- Participate and actively contribute to data review process, inputting field knowledge into the data analysis.
- Contribute to the analysis and presentation of findings during data review process and research dissemination events.
- Actively contribute to the drafting and revision of data collection tools and sample selection, based on the research criteria and on knowledge of the areas and population groups under study.

- Identify and provide an account of challenges faced in obtaining data during assessments and any other challenges encountered for onward development of tools and methodology.

### TRAINER AND DIALOGUE SESSIONS FACILITATOR [FREELANCE]

*Turkey*

*Feb/2020 – Nov/2022*

#### CIVIL SOCIETY ORGANIZATIONS: ASSISTANCE COORDINATION UNIT \ BOUSLA\ IMPACT\ CCSD\ SPACE OF HOPE\ DOOR\ DARB

#Civic\_engagement #Peacebuilding #Active\_citizenship #Leadership #Democracy #Human\_rights #Youth #Dialogue #Facilitation\_skills  
#Conflict\_analysis #initiative\_development

- Develop and implement, in coordination with the Project manager capacity building plan to enhance active participation of women, youth, and other marginalized groups.
- Carrying out a set of training and dialogue sessions that empower trainees with required tools and knowledge.
- Designing, planning, and organizing programs for Syrian communities in collaboration with the program unit.
- Developing the training manuals, presentations, online and physical exercises for workshops and the training.
- Facilitating and delivering training and workshops that contribute to achieve programs' objective.
- Providing technical and advisory support services for trainees to help them develop local social action projects and initiatives.

### PROJECT COORDINATOR

*Gaziantep, Turkey*

*Apr/2018 – Jan/2020*

#### DARB ORGANIZATION

**Promoting active citizenship & building the capacity of Syrian institutions and youth to have a role in local and international Peace.**

#Coordination #peacebuilding #Youth #Capacity\_building #Training #Workshops #initiative\_development #facilitation #social\_initiatives

- Maintain and monitor project plans, project schedules, work hours, budgets, and expenditures.
- Track the logical framework of the project and developed plans for the implementation.
- Organize, attend, and participate in stakeholders' meetings to mainstream the project objectives and to build partnerships.
- Work closely with project team to support them technically in terms of active citizenship and social awareness concepts.
- Develop project strategies and undertake project tasks as required.
- Assess project risks and issues and provide solutions where applicable.
- Chair and facilitate meetings where appropriate and distribute minutes to all project team members.

### SYRIA PROJECT OFFICER

*Gaziantep, Turkey*

*Feb/2016 – Apr/2019*

#### NO PEACE WITHOUT JUSTICE, Brussels

**Promote democracy and human rights protection through incorporating justice and accountability in decision-making on conflict resolution and stability, development, and reconstructing planning in Syria.**

#Capacity-building #justice #accountability #human rights #transitional justice #Sexual-Based\_Violence #Gender-Based\_Violence  
#UN\_Mechanisms #international\_advocacy

- Write and/or edited proposals, reports and other publications as needed.
- Contribute to the formulation and implementation of program policies and procedures.
- Develop program plans and performance measures.
- Oversee direct delivery of programmatic goals.
- Planning, writing and implementing programmatic goals and evaluates performance.
- Develop and coordinate communications activities.
- Represent the organization at meetings and conferences during the absence of the Program Coordinator.
- Work with partners to determine needs and manage the relationship.
- Develop a program evaluation framework to assess the strengths of the program and to identify areas for improvement.
- Oversee the preparation and administration of budget.

### EDUCATION PROGRAMME ADVISOR /MASTER TRAINER

*Syria*

*Apr/2012 – Aug/2015*

#### MOBADEROON

**Aflatoun\Aflateen program is a social and financial education program delivered to millions of children and youth in 110 countries around the World.**

#Children #Education #Teenagers #Interactive\_Teaching #Learning\_by\_doing #Dialogue #Children\_rights #Capacity\_building #Life\_skills  
#Indoor\_Outdoor\_class\_activities #After-School-Clubs

- Training facilitators and workers with children on the program's approaches and the basics of dealing with children and adolescents
- Supervising experimental lessons and making comments and feedback about them
- Supervising and coordinating with teachers and stakeholders to open the program clubs and preparing plans for their launch
- Providing advice and technical support regarding educational curricula to facilitators and supervisors of clubs
- Develop classroom and extracurricular interactive activities with the facilitators in line with the educational objectives of the lessons
- Ensure that the educational curricula do not contradict the societal context and support the educational process of children and adolescents.

### PROGRAM EXECUTIVE COMMITTEE MEMBER

#### EDUCATION AND ILLITERACY ERADICATION ASSOCIATION

#Education #PSS #Children\_clubs #Volunteers\_Leading #Supervision #Project\_planning #program\_development

- Act in behalf of the full board member in front of official and internal team.
- Provide oversight for the entire organization programs.
- Collaborate with the other committee members to make sure of the proper activities implementation.
- Arrange and attend meetings with partners.
- Maintain and monitor project plans, project schedules, work hours, budgets and expenditures.
- Track the logical framework of projects and develop plans for the implementation.
- Plan the delivery of the overall programs and activities in accordance with the TOC of the organization.
- Ensure that projects' activities operate within the policies and procedures of the organization

## BOARD MEMBER

*Aleppo, Syria*

### EDUCATION AND ILLITERACY ERADICATION ASSOCIATION

*Sep/2014 – Jun/2015*

#Education #Senior #Supervision #Volunteers\_Leading #Program\_planning #Donors\_relation

- Plan the delivery of the overall programs in accordance with the mission and goals of the organization.
- Develop the annual budget and operating plan to support the projects.
- Develop the program evaluation framework to assess the strengths of the projects and to identify areas for improvement.
- Develop funding proposals for the organization to ensure the continuous delivery of services.
- Ensure that programs activities operated within the policies and procedures of the organization.
- Communicate with beneficiaries and stakeholders to gain community support for the organization.
- Liaise with other managers and board members to ensure the effective and efficient program delivery.

## SHELTER SUPERVISOR

*Aleppo, Syria*

### PROJECT TO SUPPORT CONFLICT AFFECTED FAMILIES IN ALEPPO

*May/2012 – Feb/2013*

#Daily\_Care #Supervision #Sheltring #Social\_care #Residential\_Night\_Care #Support #Capacity\_building #Activists #Personal\_needs

#Crisi\_response #Internally\_Displaced\_people

- Prepare, follow up and monitor the work plan for the shelter.
- Participate in preparation of beneficiaries' database.
- Organize, mentor, and develop capacity of the shelter volunteers' team.
- Monitor closely the distribution of the aids to the beneficiaries.
- Organize and supervise all shelter-related activities (youth and children education, PSS activities, Women activities, and Life skills workshops).
- Liaise and coordinate with all relevant stakeholders (representative of municipality, representative and local communities) to obtain their full support of and participation in shelter-related activities.
- Supervise the timely delivery and quality of the food baskets, personal needs and health and hygiene needs.

## Skills:

### Languages:

- Arabic (Mother tongue)**
- English(C1)**
- Turkish (B1)**

### Professional and analytical:

- Data analysis and coding.
- Qualitative and quantitative research methodology, design and implementation.
- Interviewing, FGDs, field research and action research
- PSAPP (Participatory Situation Analysis Project Planning).
- Ability to work under pressure, alone or with a team.
- Communication, Active listening and public relation.

### Technical:

- Online platforms (Trello, Asana, Zoom, MIRO, MEET, SLACK...etc.)
- MS Office (Word, Excel, Power point)
- Xmind (mind map)
- Cloud computing (One drive, Google drive)
- Programming (MATLAB, C++, Visual Basic)
- Microcontroller Programming (AVR)

## Training and Events:

### Action Research

*Gaziantep, Turkey*

### DARB

*May 2017*

- Action research methodology, design and execution
- Research matrix and tools (FGD, Surveys, interviews)

### Questionnaire Design and Basic Sampling Techniques

*Gaziantep, Turkey*

### QRC and OCHA

*March 2016*

### The UPR process and civil society's role in promoting justice and accountability in Syria

*Geneva, Switzerland*

### No Peace Without Justice

*21 - 23 Sep 2016*

- On the occasion of the 33th Session of the United Nations Human Rights Council

### Relief Works at Disaster Time

*Damascus, Syria*

### NGO's PLATFORM IN SYRIA

*21-26 Sep 2012*

- The Sphere projects. || Planning and Proposal writing

### Facilitator of Development workshops (Active Citizenship)

*Beirut, Lebanon*

### British council

*16-20 Apr 2016*

- Social justice in national and international context. The role of active global citizens.
- Skills of critical thinking, communication, listening and inter-culture dialogue.

**Leadership in Community Development Program (LICD)**

*Aleppo, Syria*

*7-12 Aug 2014*

**Mobaderoon**

- Appreciative Inquiry, UBUNTO, System thinking and Power of questions.
- Principles and Assumption and the skills: Leadership, Participatory Approach and Active listening.

**Additional information:**

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**Right to work in UK  
working remotely available**

**Driving license**

**References:** Available upon request