

## CURRICULUM VITAE

1. **Family name** ARCADU  
 2. **First names:** Maria Gabriella  
 3. **Date of birth:**  
 4. **Passport holder:** Italian  
 5. **Residence:** Italy

## 6. Education

| Institution and Date   | Degree or diploma obtained  |
|--|---|
| Scuola Superiore Sant'Anna, Pisa, Italy<br>2005-2009   | Diploma di Perfezionamento (PhD) in Politics, Human Rights and Sustainability. Research area: Identity Rights and Conflict in Political Theory<br>Thesis: The International Community Action During a Pacification Process – Assisting a Disarmament, Demobilisation and Reintegration Process: a Comparative Analysis of Mozambique and Angola |
| Università degli Studi, Milan – 1987-1992  | Laurea in Scienze Politiche (MA equivalent) - Indirizzo Politico Internazionale. Final thesis "The European Community and Sub Saharan Africa"   |
| Scuola Superiore di Studi Universitari e di Perfezionamento S. Anna - Pisa<br>30 Nov-2 Dec 2009  | Training programme: "Team Leader: developing tools to effectively manage an electoral team in the field"  |
| Scuola Superiore di Studi Universitari e di Perfezionamento S. Anna - Pisa June-Sept 1997  | Training Programme: "The civilian Personnel of Peace Keeping - Humanitarian Operations and Election Monitoring Missions"  |
| Istituto Italo Africano - DGCS/MAE (Direzione Generale Cooperazione allo Sviluppo - Italian Ministry of Foreign Affairs) – Rome , October 1994 | (Scholarship) Training Programme: "Co-operation for development in Africa"  |

## 7. Language skills: Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

| Language   | Reading       | Spoken | Written |
|------------|---------------|--------|---------|
| Italian    | Mother Tongue |        |         |
| English    | 1             | 1      | 1       |
| French     | 1             | 3      | 4       |
| Portuguese | 1             | 3      | 4       |
| Arabic     | 0             | 5      | 0       |

## 8. Membership of professional bodies

## 9. Other skills: Computer literacy, Microsoft Office packages

**10. Present position:** Founder and Director of 4change since 2009. 4change is a non-profit association that apply a **transformational approach** to assist individuals and institutions face the challenges of working in crisis areas and in countries and regions in a transition phase. All activities are developed through a careful analysis of needs that focus on the **desired outcomes / desired changes** the individual or organisation wants to achieve balanced by an analysis of external and internal constraints to define what is realistically possible to achieve. In the past years services have been provided to the following organisations: UNITAR, WFP, Scuola Superiore Sant'Anna, SKY-TV Italy. Training, projects and activities have been carried out in Zimbabwe, Egypt, Iraqi Kurdistan, Lebanon, Ethiopia, Rwanda, Thailand, Norway, Nigeria, Switzerland, Kenya, Myanmar, and Turkey. Funds for specific projects have been received by the European Commission Erasmus Plus and by PeaceNexus a private foundation

**11. Years of experience:** Over 20 years of experience of work in conflict affected, transitional/fragile environments designing, implementing and evaluating institutional strengthening, capacity building, peacebuilding and governance programmes.

## 12. Key qualifications:

- Strong theoretical and practical understanding of violent conflict dynamics and of **peacebuilding** theories and practices. The experience developed in countries such as Angola, Afghanistan and Kosovo gave me firsthand experience on the tools applied for the containment, management and resolution of conflicts. I was exposed to how actions such as peacekeeping, conflict mitigation, electoral processes are operationalised in the field and how they interact –sometimes reinforcing them-with local conflict dynamics.
- Proven **analysis, needs assessment and evaluation skills** with the capacity of applying a wide range of quality/quantity data collection methods and to develop structured analysis and analytical tools. Such skills have been developed and refined through missions carried out in challenging environment such as Nigeria, Afghanistan, Indonesia and Iraqi Kurdistan. In addition I have developed soft skills such as conducting semi-structured interviews on sensitive topics, facilitate focus group in polarized environments, engaging potentially hostile stakeholders.

- Outstanding **writing skills** in academic, policy and reporting field developed and refined in years of working in an academic setting, as project manager in a variety of countries with different donors and in consultancies done for different actors.
- Theoretical and practical knowledge of all phases and tools of **Project Cycle Management** including the application of **theories of change** in project development and implementation.
- Outstanding **training, coaching and capacity building** skills developed and refined in over 20 years of direct experience in developing and implementing projects in these fields. This includes the development of training material and tools and experiential exercises.
- Strong competence in **identifying, designing and managing programmes and projects** in diverse country setting with different donor frameworks e.g. EC, Italian Ministry of Foreign Affairs, WHO, UNDP, USAID, private foundations.
- Proven capacity of applying the **Human Security framework** in situation analysis and programme/project development facilitating the understanding on how different vulnerabilities (e.g. socio-economic, political, environmental, gender-based, community-based) interact to generate inequities across and between segments of the population.
- Strong **conflict sensitiveness** with proven capacity of applying **conflict transformation and resolution** tools refined in numerous workshops conducted with polarized audiences: Sunni and Shia in the Middle East; Serb, Albanians and Turkmens in Kosovo; Buddhist and Muslim in Thailand; Government and Guerilla combatants in Angola.
- Ability of **presenting complex information** orally or written in a clear and organised manner refined in years of facilitating training in challenging circumstances and as speaker to conferences.
- Highly **strategic thinker** with the ability to deliver in complex country settings against deadlines.

### 13. Relevant experience in the field

| Country                              | Date:                | Name and brief description of the project  |
|--------------------------------------|----------------------|--|
| Italy<br>Egypt<br>Mali               | 2019                 | Assisted in a capacity building project to increase the crisis management capacity of the League of Arab State (LAS) based on <b>theories of change</b> develop around: key actors transformation (behavioural change) and functioning institutions (improving institutional performance). (details below).  |
| Iraqi Kurdistan                      | 18-23 July 2016      | Within the healing under fire project (below details) carried out a <b>conflict and stakeholder analysis</b> to identify potential dialogue building projects targeting national health workers.   |
| Syrian borders in Turkey and Lebanon | 5-15 July 2015       | A project was developed for Iraqi Kurdistan based on <b>theories of change</b> on: Building bridges, community based reconciliation and culture of peace. The project foresees a series of activities targeting national health workers working in areas where tension is higher. The aim is reducing discrimination in health services delivery. Pending financing. |
| Myanmar                              | 18-25 June 2014      |  |
| South Thailand                       | 5-8 Dec 2014         | Assisted in development of the <b>theory of change</b> (community based reconciliation) to design a project that entailed the implementation workshop targeting health personnel representing all parties to a Thai-Buddhist, Malay-Muslim conflict affecting the Thailand Southern Districts. (Financed by PeaceNexus Foundation).                                  |
|                                      | 9-17 June 2014       | Developed a framework and implemented an <b>impact evaluation</b> based on the <b>expected changes (outcomes)</b> foreseen by the project. The evaluation was carried out through individual and group interviews to assess the dialogue building workshop outcomes of the workshop.   |
| Italy                                | 2009-2011            | Scuola Superiore Sant'Anna – Assisted in developing an <b>evaluation framework</b> for Region Tuscany. Member of the evaluation team of the decentralised cooperation unit. In the 3 years I have conducted an ex-ante evaluation of 49 projects assessing their consistency with Region Tuscany guidelines for funding.   |
| Italy                                | 20 apr – 20 may 2010 | Scuola Superiore Sant'Anna – Consultant. Technical assistance to develop <b>evaluation questions</b> and relevant <b>indicators</b> for the <i>in itinere</i> and final evaluation of the project NetsAfrica: Support Programme to <i>Decentralisation and local development policies in South Africa</i> . Financed by Italian Cooperation (1.6 M euro).            |
| Nigeria                              | 23-27 Feb 2004       | Scuola Sant'Anna/University of Ghana: <b>Capacity Needs Assessment</b> of the Department of Political Affairs, Defence and Security of ECOWAS in cooperation with the University of Ghana – Tasked to propose a capacity building strategy of PADS/ECOWAS personnel aimed at enhancing its capacity to respond to crisis in the region.                              |
| Indonesia                            | June-July 2004       | WHO – final evaluation of the 3-year peacebuilding programme Health as a Bridge to Peace (details below).  |
| Kosovo                               | 1 Aug – 30 Sept 2001 | International Foundation for Election System (IFES). As project manager, negotiated participation of Serbs communities within Kosovo to participate to the <i>Foundation Training for Kosovo Chairpersons</i> aimed at increasing competence of polling station personnel for the 2001 Assembly Elections (details below).   |

## 14. Professional experience

| Dates                | Location                     | Company & reference person  | Position                              | Description   |
|----------------------|------------------------------|---|---------------------------------------|---|
| Feb 2013 to present  | Home based and International | 4change owner   | Founder and team member               | <p><i>Healing Under Fire</i> (4change spin-off project), Actions for the prevention and abatement of violence in conflicts through working directly with local (in-country) health personnel</p> <ul style="list-style-type: none"> <li>- Drafted a concept note developing assumptions, criteria and strategies to implement violence reduction actions through health systems and personnel.</li> <li>- Assisted in development of the <b>theory of change</b> (community based reconciliation) to design a project that entailed the implementation workshop targeting health personnel representing all parties to a Thai-Buddhist, Malay-Muslim conflict affecting the Thailand Southern Districts. (Financed by PeaceNexus Foundation). Workshop held on 5-8 December 2014; main topics: mediation, negotiation, conflict analysis, action planning.</li> <li>- Developed a framework and implemented an <b>impact evaluation</b> through individual and group interviews for the project in Thailand. (9-17 June 2014).</li> <li>- Carried out a series of <b>conflict and stakeholder analysis</b> to identify potential projects. Myanmar (18-25 June 2014); Syrian borders in Turkey and Lebanon (5-15 July 2015); Iraqi Kurdistan (18-23 July 2016)</li> </ul> |
| Jan – Nov 2019       | Italy, Egypt, Mali           | UNITAR – League of Arab States<br><a href="mailto:Claudia.croci@UNITAR.org">Claudia.croci@UNITAR.org</a>  | Consultant                            | <p>Assisted in the development and implementation of a series of capacity building actions within a project aimed at increasing crisis management capacity of the League of Arab State (LAS). In particular the project was based on <b>theories of change</b> around: key actors transformation (behavioural change) and functioning institutions (improving institutional performance) with the aim to develop the capacity of LAS to play an active role in peacekeeping operations. Activities carried out:</p> <ul style="list-style-type: none"> <li>- UN Peacekeeping Logistics Simulation for LAS Task Force members, Brindisi (Italy) 28 Jan. – 8 Feb. 2019</li> <li>- Training of Trainers, Cairo (Egypt) 18-22 August 2019</li> <li>- Peacekeeping Mandate Implementation Simulation, Bamako (Mali) 21-31 October 2019</li> <li>- Filling the Gaps and Lessons Learned Exercise, Cairo (Egypt) 11-14 November 2019</li> </ul>  |
| 10-28 Sept 2016      | Trieste, Italy               | World Health Organisation<br>West Pacific Regional Office<br><a href="mailto:zagarian@wpro.who.int">zagarian@wpro.who.int</a>                                   | Consultant                            | <ul style="list-style-type: none"> <li>- Developed a 2 million dollars <b>concept note proposal</b> to the UN Trust Fund for Human Security</li> <li>- Reviewed, harmonized and assembled the contributions from WHO-WPRO officer and WHO representative in the four targeted countries: Laos, Papua New Guinea, Philippines and Solomon Island</li> </ul>  |
| Jun 1999 to Dec 2009 | Pisa, Italy                  | International Training Programme for Conflict Management - Scuola Superiore Sant'Anna<br><a href="mailto:Andrea.deguttry@sssup.it">Andrea.deguttry@sssup.it</a> | Senior Researcher / Programme officer | <ul style="list-style-type: none"> <li>- Designed and coordinated implementation of research projects in the field of rehabilitation of countries emerging from violent conflict.</li> <li>- Designed and implemented institution building programmes in post conflict/transitional countries.</li> <li>- Monitored and evaluated the implementation of projects and programmes.</li> <li>- Provided technical consultancies to national and international organisations and institutions in the field of post conflict rehabilitation/ war-to-peace transitions.</li> <li>- Drafted project proposals for different donors.</li> <li>- Member of the evaluation team of the de-centralized cooperation unit that evaluated all projects submitted to the Region Tuscany.</li> <li>- Delivering training on <b>Project Cycle Management</b> training including the development of logical framework and indicators for evaluation (at least twice each year).</li> </ul>  |
| Nov 2004             | Pisa, Italy -                | International Training  | Chief of                              | <i>Technical Assistance to the Independent High Electoral Commission of Iraq (IHEC)</i> . Financed by the Italian   |

|                       |                                   |   |                     |  |
|-----------------------|-----------------------------------|---|---------------------|--|
| to Dec 2007           | Jordan                            | Programme for Conflict Management - Scuola Superiore Sant'Anna<br><a href="mailto:Andrea.deguttry@sssup.it">Andrea.deguttry@sssup.it</a>                        | Programme           | <p>Ministry of Foreign Affairs and implemented in coordination with the IHEC, and the UN Assistance Mission to Iraq.</p> <ul style="list-style-type: none"> <li>- Provided technical guidance for identification of learning needs of mid and senior level civil servants of the IHEC.</li> <li>- Designed and organised training programs aimed at assisting the implementation of 3 electoral processes in Iraq and increasing the IHEC internal organisational capacity.</li> <li>- Assisting in the definition of the training cascade strategy and implementing its 1<sup>st</sup> level.</li> <li>- Assisting in the finalization of the polling and counting handbook.</li> <li>- Designed and implemented the Training of Trainers strategy for the IHEC internal training team.</li> <li>- Lead and oversaw the implementation of all the activities, including the management of the budget and the final evaluation.</li> <li>- Supervised the work of 4 to 7 project personnel</li> <li>- 24 training courses have been implemented for a total of 466 participants</li> </ul>                   |
| Sept 2002 to Jan 2003 | Kabul, Afghanistan<br>Pisa, Italy | International Training Programme for Conflict Management - Scuola Superiore Sant'Anna<br><a href="mailto:Andrea.deguttry@sssup.it">Andrea.deguttry@sssup.it</a> | Team leader         | <p><i>Enhancing the Capacity of the Afghan Public Administration.</i> Project financed by <b>the European Commission</b> and Implemented jointly with the Post-war rehabilitation Unit of the University of York.</p> <ul style="list-style-type: none"> <li>- Conducted a capacity <b>needs assessment</b> of the Afghan Transitional Authority (ATA).</li> <li>- Provided technical assistance in the identification of the <b>learning needs</b> of ATA personnel tasked to prepare the National Development Budget Law.</li> <li>- Liaised with the donor in Kabul to guarantee consistency of project activities with the overall objectives of EC in Afghanistan.</li> <li>- Negotiated with the ATA contents of the curriculum and selection criteria for admission, including gender balance.</li> <li>- Lead the implementation of all the activities including monitoring and evaluation.</li> <li>- Implemented a 2-weeks training course and ten workshops for a total of 197 participants including 2 ministries.</li> <li>- Managed all financial and narrative reporting to donor.</li> </ul> |
| 1 Aug to 30 Sept 2001 | Kosovo                            | International Foundation for Election System<br><a href="mailto:fischerjeff@comcast.net">fischerjeff@comcast.net</a>  | Project Coordinator | <p><i>Foundation Training for Kosovo Chairpersons</i> for the Assembly elections of 2001. (financed by USAID)</p> <ul style="list-style-type: none"> <li>- <b>Negotiated</b> with the Serb communities the participation of their representatives to training sessions on the 2001 Assembly Elections.</li> <li>- Developed a training curriculum for the personnel due to perform as chairpersons in the 2001 elections.</li> <li>- Liaised with the OSCE department of elections operation to guarantee consistency of project documents and activities with the overall electoral law and regulations.</li> <li>- Supervised and coordinated the work and deployment of 13 training teams (26 trainers).</li> <li>- Designed and facilitated a joint Serb-Albanian Train the Trainers session for the members of the training teams.</li> <li>- Conducted the <b>internal evaluation</b> of the programme.</li> <li>- Implemented 72 training sessions for a total of 1664 participants.</li> </ul>   |

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|----------------------------|------------------------------|---|---|--|
| June 03-<br>July 03        | Indonesia                    | WHO/EHA - World Health Organisation<br><a href="mailto:akhtar.ahmer@gmail.com">akhtar.ahmer@gmail.com</a>   | Consultant  | Evaluation of the 3-year WHO <b>peacebuilding programme</b> Health as a Bridge for Peace in Indonesia<br>- Developed an <b>evaluation framework</b> including definition of key questions and indicators for HBP programme running in Indonesia since 2000.<br>- Carried out extensive field mission for <b>data collection</b> in Java, Banda Aceh, Maluku and North Maluku.<br>- Organised individual interviews and focus groups for data collection.<br>- Drafted the evaluation report and presented the findings to national WHO office.   |
| Dec 98 –<br>Apr 99         | Italy-<br>Colombo, Sri Lanka | WHO/EHA<br><a href="mailto:chanboegli@bluewin.ch">chanboegli@bluewin.ch</a>   | Consultant  | Development of an Active Learning Package for medical personnel working in conflict area.<br>- Developed a standard curriculum for a Health as a Bridge to Peace Training.<br>- Drafted ad hoc training material.<br>- Facilitated a pilot workshop held in Sri Lanka.<br>- Drafted the evaluation report of the workshop.   |
| Aug 1997<br>to Jun<br>1998 | Rome, Italy                  | Istituto Superiore di Sanità<br><a href="mailto:Guerra.ranieri@gmail.com">Guerra.ranieri@gmail.com</a>  | Consultant  | - Developed research activities on <b>complex emergencies</b> and the response of the international community;<br>- Coordinated a Research Project on <b>humanitarian aid impact on Human Rights</b> during complex emergencies (co-ordinated the work of two researchers deployed in Bosnia-Herzegovina and in the Great Lake Region to collect quantitative and qualitative data);<br>- Upon request of the Italian Ministry of Foreign Affairs provided technical inputs in the preparation of 'guidelines for food donation in emergency: problems, technical aspects, operational indications'.<br>- Prepared a working paper on: 'the role of the humanitarian aid worker in complex emergencies'.   |
| Nov 1994<br>to Dec<br>1996 | Angola                       | CICS (NGO) – Centro Internazionale di Cooperazione allo Sviluppo and UN Coordination Unit for Humanitarian Assistance<br><a href="mailto:Carlo.scaramella@wfp.org">Carlo.scaramella@wfp.org</a> | Demobil. and Reintegration Civic Training Program Administrator | Financed through the Consolidated Appeal Process<br>- Deployed in Negage quartering area (Northern Angola) to implement an <b>education to peace</b> program (Human Rights and National reconciliation) and literacy classes for 5000 guerrilla combatants (UNITA) and their dependants (approx. 19000 people), disarmed and quartered by the UN in application of the Peace Treaty.<br>- Lead a team of 40 UNITA demobilized soldiers trained to assist the implementation of education to peace and alphabetization activities.<br>- Liaised with the peacekeepers deployed in the area and other UN actors involved in the DDR process.<br>- <u>Since September 1996</u> seconded to the UN Co-ordination Unit for Humanitarian Assistance in Luanda to provide technical inputs on the Civic Training Programme (CTP) at national level.<br>- Provided technical inputs in the design and implementation of a national CTP for disabled and underage soldiers.<br>- Assisted in the definition of the strategy and development of material for a <b>civic education campaign</b> at national level<br>- Briefed and trained personnel due to be deployed in guerrilla quartering areas.<br>- Drafted didactic and informative material used in CTP activities. |

#### 15. Other relevant information: (e.g. Publications, etc)

- Chan Boegli, L., Arcadu M.G., "Healing under fire – medical peace work in the field", Medicine, Conflict and Survival, 33:2, 131-140, 2017
- Arcadu G., Zagaria N. "The health dimension of human security. A WHO/WPRO position paper", winter 2015.

- Arcadu, "Civil-military coordination in the health sector in Afghanistan", *unpublished*, prepared for Health in Action of the WHO, 2010  
[http://dl.dropbox.com/u/42409134/CM\\_CASE\\_STUDY\\_AFG\\_V3\\_2.pdf](http://dl.dropbox.com/u/42409134/CM_CASE_STUDY_AFG_V3_2.pdf)
- Arcadu, G. "Assisting the Electoral Process in Iraq, the Experience of the ITPCM", ITPCM Newsletter, 5<sup>th</sup> year, n.1, March 2007
- Strazzari, Rodriguez, Carrai, Arcadu (editors), "Kosovo 1999-2000, the intractable peace", Asterios, Trieste, October 2000.
- Arcadu, Zagaria: 'What role for health in a peace process? The Angola case study'. Rome, October 1997 <http://www.who.int/eha/> - Research and Development - Health as a bridge for Peace - Documents

**"Autorizzo al trattamento dei miei dati personali ai sensi del Regolamento UE n.679/2016 e del Dlgs 2003 n. 196 e successive modificazioni"**