



# Matthew Michels

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## PROFILE

Seasoned international professional with 13 years' experience in **education, youth, peacebuilding**, resilience, and protection, working at both **local and global levels** on development and crisis response. As a systems thinker skilled in planning, implementation, M&E, and partnership, my versatility allows me to fill diverse roles on any team and contribute in multiple areas. I **achieve results** by joining my passion for service with forward thinking and finely honed skill sets.

## KEY QUALIFICATIONS

- Established cross-sectoral **technical expertise** in education, youth, peacebuilding, and child protection
- Extensive experience in **strategy and sustainability**, planning, and coordination of colleagues and partners
- Recognized talent for integrated **program design**, management, and monitoring and evaluation
- Proven record of cultivating strong **relationships** with partners and public and private funders
- Strong competence for partnership, proposal and report writing, and **budget management**
- Demonstrated **ability to adapt** to changing circumstances, balance competing priorities and urgent requests in fast-paced environments, and produce demonstrable and sustainable results
- Substantive experience working in or with **diverse country contexts**: Kenya, Togo, India, Whole of Syria response, Rohingya response, Pakistan, Yemen, Tanzania, Burundi, Uganda, DR Congo, Sudan, Lesotho

## PROFESSIONAL EXPERIENCE

**International Rescue Committee**, *INEE Partnerships Coordinator*, Global, Mar. 2020-Present

**Highlight:** Produced team's first "Sustainable Funding through Partnership Strategy," approved by the INEE Steering Group, by combining past expertise with new original research

- Secured the adoption of partnership as the INEE Secretariat's approach to resource mobilization by successfully advocating to senior management and the INEE Steering Group
- Cultivate positive, holistic, two-way relationships with 16 bilateral, multilateral, and foundation funders by leading tailored engagement activities aligned with team's key messages
- Strengthened communication with funding and programmatic partners by working to understand their values, priorities, systems, accountabilities, and internal lexicons and determining media and messaging accordingly
- Successfully **secured ~US\$9,725,000** by crafting 20+ funded concept notes and proposals for 12 funding partners
- Successfully managed 20 grants **valued at ~US\$14,750,000** through systematized and rigorous monitoring and compliance efforts
- Facilitated team's transition to results-based planning through advocacy to senior management and establishing new work planning parameters and processes
- Strengthen team's understanding and articulation of its impact and results by building an outcomes-based monitoring, evaluation, and learning system and creating tools to collect and analyze reliable and usable data
- Maintain consistent legal, policy, and grant compliance through proactive monitoring and team communications
- Kept funders apprised of activities, progress, challenges, and learning by drafting or leading collaborative writing processes for 30+ donor reports
- Improved the efficiency of fund management and grant compliance by designing and rolling out a team-wide grants system with programmatic and funding dashboards
- Reinforce team relationships by supporting colleagues in planning, funds management, and partner communications
- Enhanced team's working relationship with the INEE Steering Group by preparing documents and decision memos



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Select Funding Partners: Agence Française de Développement (AFD), Dubai Cares, Education Cannot Wait Fund (ECW), Global Affairs Canada, LEGO Foundation, Norwegian Agency for Development Cooperation (NORAD), Open Society Foundation, Porticus, Swiss Agency for Development Cooperation (SDC), UNICEF, U.S. Agency for International Development (USAID), Wellspring Philanthropic Fund

**Independent Consulting, *Peacebuilding and Development Consultant*, New York, NY, Nov. 2017-Mar. 2020**

**Highlight:** Created an M&E plan, results framework, and monitoring tools for an advocacy training of trainers for civil society leaders from South Africa, Mozambique, Uganda, and Kenya, and conducted data analysis and evaluation

- Coordinated M&E planning and implementation for U.S. Government-funded research initiative on community resilience to violent extremism in Pakistan: Maintained M&E plan and indicator framework, Created monitoring tools, Liaised with country program staff and local partners, and Reviewed and analyzed data for regular reports to donor
- Co-designed a qualitative evaluation model for assessing the *Nishedh* program's impact on youth health and empowerment in northern India, designed research protocols and facilitators' guide, and analyzed response data for evaluation report
- Designed a strategic results framework for a Thailand-based gender minority human rights foundation for the Asia-Pacific region, including formulating a collaborative and participatory methodology and creating data collection tools
- Created research tools for use with 15 target groups to assess systems' dynamics in the crafts industry in Lesotho and provided data analysis support
- Co-developed a training manual on gender, youth, and social inclusion for client's staff and local service providers
- Synthesized strategy documents and discussion points into an outcome report for a workshop on the End Violence in Schools campaign for seven country teams in conflict and development contexts
- Developed a global results framework for a youth-led advocacy, education, and SRHR initiative
- Provided technical assistance in planning, working group coordination, network management, and governance to a network of 35 youth-led Kenyan civil society organizations
- Co-organized a national network meeting and led capacity building sessions on planning and M&E for 41 Kenyan youth civil society leaders
- Drafted a strategic plan for a network of 35 youth-led Kenyan CSOs around member-identified goals and structure
- Created a youth leadership development program and provided coaching for 3 Kenyan youth civil society leaders
- Coordinated with 5 Tanzanian youth civil society leaders to author governance documents for a coalition of youth-led CSOs and developed guidance for resource mobilization
- Created a framework for a joint UN agency-Spanish NGO advocacy campaign to build public support for increased development assistance to education, nutrition, child protection, and social inclusion initiatives
- Analyzed evolving priorities, strategies, and approaches of Agence Française de Développement and developed guidance and communication tools for client organization's field offices
- Crafted a communication strategy, action plan, and tools for client organization's leadership to use to advocate proposed structural changes to their members
- Led stakeholder consultations and mapped priorities to create a joint work plan for a UN staff association

Select Clients and Partners: Children's Investment Fund Foundation, UNICEF, Safe to Learn Partnership, Center for Health and Gender Equity, Creative Learning, Asia Pacific Transgender Network, EngenderHealth, MTV Staying Alive Foundation, KAYSHRH Network (in Kenya), TAYARH Coalition (in Tanzania)



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**UNICEF, Education in Emergencies (EiE) Consultant, New York, NY, Jan. 2017-Oct. 2017**

**Highlight:** Created a standardized country office M&E indicator framework for USAID-funded programs to improve data quality, disaggregation, and knowledge management across country programs

- Provided technical support to emergency response efforts in Yemen, DR Congo, Bangladesh, and Myanmar in the areas of curriculum design, cross-sectoral integration, and external advocacy
- Updated a UNICEF-NRC joint training package (presentations, handouts, and facilitators' guide) with current needs assessment tools, new aid modalities, and emerging areas of work, including peacebuilding, risk-informed programming, resilience, child protection, disability and inclusive education, and cash-based programming
- Coordinated 4 country and 3 regional offices to produce a program proposal for LDS Charities on South Sudanese refugee education, early childhood development, and alternative youth education; Synthesized field inputs, confirmed technical quality, and standardized M&E methods and indicators: [Funded at US\\$9.5 million](#)
- Supported the formulation of Education Cannot Wait's first response methodology and reviewed country office proposals for initial investments for technical quality
- Revised guidance on education and risk-informed programming to reflect new learning and a harmonized approach
- Guided UN, government, and civil society actors in India through risk analyses, response planning, and program adjustment as part of a pilot exercise for program guidance on risk-informed programming
- Researched and authored programmatic thematic briefs for field staff on accelerated education programs and cash-based programming in emergencies
- Provided Education Section's inputs into organizational program guidance on adolescent programming
- Revised data collection tools for evaluating school kits in Sierra Leone and Kenya to improve technical quality
- Mapped and analyzed EiE activities from 190 country offices to bolster cross-country learning, South-South cooperation, and knowledge management
- Provided technical inputs to policy discussions on and internal tools for cross-sectoral coordination, program integration, and bridging humanitarian and development work
- Coauthored a report on a 9-country, US\$15 million USAID-funded project on refugee education
- Served on the reference group for the development and rollout of organization's Emergency Preparedness Platform
- Prepared advocacy materials for use with USAID and the Government of Canada; provided inputs for UN, UNHCR, and African Union reports; and contributed to the 2016 Education and Humanitarian Annual Results Reports

**PRYDE, Program Specialist, New York, NY, Apr. 2011-Aug. 2018**

**Highlight:** Designed evidence-based program models and rights-based curricula for community-led youth peace education efforts

- Authored a 5-year strategic plan to define the organization's strategic vision for transition from startup to program implementation and scale-up phases
- Devised organization's overall program methodology with scaffolding to allow for contextualization and localization
- Formulated multidimensional M&E plan, indicator framework, and measurement tools
- Conducted gap analysis of community peace education resources for U.S. educators and supported new resource development
- Compiled inputs for and organized work planning and review processes



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- Cultivated partnerships with local actors, internationally and domestically, and other partners
- Drafted concept notes and program proposals for four program pillars
- Authored and implemented funding and public engagement strategies
- Crafted organization's key message platform and authored and designed outreach tools and materials

UNICEF, *Foundations Consultant*, New York, NY, Oct. 2015-Dec. 2016

**Highlight:** Collected and analyzed program and funding data to underpin a global foundation strategy with evidence

- Created a 4-year, multi-variant database of grants to streamline data management and inform partner engagement
- Improved relationships with partners through communication, responsiveness, and expectations management
- Authored the manual for foundations grant management to ensure consistency and efficiency
- Coordinated with country offices to review and edit project proposals, M&E frameworks, budgets, reports, and grant agreements for quality control
- Tracked and reconciled funding, expenditure, and reporting data for accurate grant management and reporting
- Synthesized discussion points into final outcome documents for UNICEF's 2016 Adolescent Development and Participation Global Network Meeting and a multi-stakeholder annual meeting on the Maternal and Neonatal Tetanus Elimination Initiative
- Provided logistical and communications support for the Adolescent Neuroscience Symposium (2016)

UNICEF, *Child Protection Consultant (Diverse Projects)*, New York, NY, Jun. 2013-May 2015

**Highlight:** Co-created a graduate-level certificate program at Harvard University by drafting and implementing a joint benchmark-driven, multi-work stream project plan with two institutional partners and coauthoring the program's curriculum and course syllabi

## Graduate-Level Child Protection Programme

- Coordinated two groups of subject matter experts and academics to incorporate multidisciplinary depth and non-Western perspectives into program content and structure
- Acted as a subject matter expert for humanitarian response and child protection in emergencies
- Devised strategies for program expansion to the Global South and created an online platform to facilitate partners exchanging ideas, experiences, tools, and resources for expansion efforts
- Drafted a joint core messaging platform for all partners' external communications
- Designed a scholarship program for Global South professionals to undertake the program and coached recipients through the Harvard University admissions process
- Managed a US\$1 million grant by creating and maintaining a 4-year, 5-pillar spending plan and maintaining a strong relationship with the donor through regular meetings and engagement, formal grant reports, and informal updates

## Advocacy, Planning, and Funding

- Finalized an advocacy piece on applying the *Cost of Inaction* framework to violence reduction
- Conducted organization's first standardized, multi-variant costing of child protection activities across 195 countries by defining parameters, creating data collection tools, and working with field offices to collect and analyze data
- Authored a 4-year, multi-channel fundraising strategy by region and areas of work for all the organization's child protection work, based on funding trends and organizational capacity



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- Authored and edited concept notes on *inter alia* Ebola response, violence reduction, and refugee response and unaccompanied and separated children for country, regional, and headquarters offices
- Coordinated with budget owners to manage grants and spending plans valued at ~US\$5 million annually
- Consolidated section's annual work plan and aligned it with UNICEF's 2014-17 strategic plan

## Armed Violence and Weapons

- Organized country and global programs into evidence-based logical frameworks
- Secured a 9-country, US\$7.3 million SIDA grant by finalizing the proposal to reflect donor's strategic priorities as well as cross-cutting issues like gender and youth
- Designed, executed, and tracked progress of a country program-focused social media campaign that boosted public advocacy during International Mine Awareness Day 2015
- Drafted portions of the global 2014 Child Protection Sectoral Report and synthesized inputs from 15 field offices into a consolidated donor report for SIDA

**UNICEF**, *Child Protection Programme Associate/Assistant*, New York, NY, Sep. 2010-Apr. 2013

**Highlight:** Drafted and edited program documents and budgets for humanitarian projects on refugee response, linking protection and education, family reunification, child soldiers, gender-based violence, and the monitoring and reporting mechanism

- Created financial tracking systems, tools, and guidance to simplify budget management and increase both tracking accuracy and compliance with spending plans
- Managed grants worth over US\$9 million annually for proper and full utilization (Donors included: Governments of Sweden, Switzerland, and Belgium, AusAID, DfID, ECHO, US CDC)
- Advised Section Chief on requests for thematic funds from five HQ teams and seven regional offices
- Completed contracting packages, contractor invoicing, and partnership disbursements
- Facilitated section's annual work planning consolidation, mid-year reviews, and budgeting
- Coordinated a 5-person operations team to maintain efficient administrative management
- Cultivated strong working relationships with government partners, INGOs, and private donors
- Coordinated logistics for mid-to-high-level meetings and events (venue, documents and resources, invitations, participant travel, web broadcast, audio/visual support, catering, security, etc.)

**Peace Corps**, *Girls' Education and Empowerment Volunteer*, Dapaong, Togo, Sep. 2008-Aug. 2009

**Highlight:** Co-led with local partners training sessions and discussion groups for 100 youth leaders on taking community-based action on gender issues through peer education

- Designed, implemented, and evaluated a participatory life skills and gender equity workshop series for 40 women and youths with local partners
- Facilitated a training series on project management skills for 23 civil society leaders
- Organized gender-based human rights sensitizations with four community women's groups
- Organized trainings and sensitizations on enriched flour to support livelihoods and community nutrition



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**St. Vincent de Paul School, Associate/Teacher's Aide, Kibera, Kenya, Jan. 2007-Apr. 2007**

*Highlight:* Monitored preschool students' home situations to assess their wellbeing and provided targeted assistance to families in dire need

- Taught preschool lessons in math and provided literacy tutoring to struggling students
- Compiled good practices on budget management and organizational development to the governing board
- Secured funds for school supplies by conducting direct appeal campaigns and drafting grant proposals

## EDUCATION

**Columbia University (Teachers College), M.A., International Educational Development: Peace and Education Policy, New York, NY, Oct. 2011**

- *Thesis:* Analysis of Malawi's education policies since 1994 and recommendations for reform
- *Select Coursework*
  - Peace and Human Rights Education
  - Politics, Education, and Conflict
  - Education for Global Security
  - Gender, Education and Development
- *Select Projects*
  - *Highlight:* Conflict resolution education model to promote human security in South Sudan
  - Project Proposal for a teacher peace education training in Rwanda

**American University, B.A., International Studies: Conflict, Peacebuilding, and Development, Washington, DC, May 2008**

- *Capstone:* Review of nonprofit formation and best practices for organizational development
- *Select Graduate-Level Coursework*
  - Conflict and Development
  - Global Poverty and Peace
  - Post-War Peacebuilding
  - Politics of Peacebuilding in Africa
- *Select Projects*
  - *Highlight:* Poverty index incorporating social dimensions, like education, health, and housing
  - Evaluation of refugee education policy and programs in the Horn of Africa

## SKILLS AND TRAININGS

Skills	Experienced	Advanced	Specialty
<u>Programs</u>			
▪ Program and project design and implementation			✓
▪ Program and project management			✓
▪ Budget management			✓
▪ Monitoring and evaluation and data analysis			✓
▪ Program analysis		✓	
▪ Logistics and operations		✓	



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<u>Strategy</u>			
▪ Strategy formulation and writing			✓
▪ Work planning			✓
▪ Organizational development			✓
▪ Policy development and analysis		✓	
▪ NGO/network startup and structuring		✓	
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<u>Capacity Building</u>			
▪ Technical support			✓
▪ Workshop planning, organization, and facilitation			✓
▪ Guidance notes and documents		✓	
▪ Toolkit development		✓	
▪ Training packages		✓	
▪ Knowledge management		✓	
▪ Content creation and curriculum development	✓		
▪ Leadership development	✓		
▪ Coaching and mentorship	✓		
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<u>Partnership</u>			
▪ Partnership coordination and management			✓
▪ Resource mobilization planning			✓
▪ Concept note and proposal writing			✓
▪ Report writing			✓
▪ Grant management			✓
▪ Messaging and Storytelling			✓
▪ Partner coordination		✓	
▪ Partner cultivation		✓	
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<u>Language</u>			
▪ English (Native)			✓
▪ French (Written)		✓	
▪ French (Spoken)	✓		
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<u>Soft Skills</u>			
▪ Problem solving			✓
▪ Creative and critical thinking			✓
▪ Organization			✓
▪ Relationship building			✓
▪ Writing			✓
▪ Facilitation		✓	
▪ Team building		✓	
▪ Decision-making		✓	
▪ Cross-cultural communication		✓	
▪ Conflict resolution	✓		



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## Technology

- Windows and Microsoft Office Suite ✓
- *Web-based applications*: Asana, Google Apps, Slack, Survey Monkey, Skype, Zoom ✓
- Audiovisual setup and operation ✓
- *Web-based applications*: Trello, WordPress, Wix, MailChimp, Facebook pages, Twitter/Tweetdeck/Hootsuite ✓

## **Trainings**

- Technical training for girls' education, gender equity, life skills, and youth empowerment
- "Project Design and Management"
- "Mainstreaming Peacebuilding in Programmes"
- "Risk-Informed Programming"
- "INEE Minimum Standards for Education in Emergencies" (Certificate)
- "INEE Conflict Sensitive Education" (Certificate)
- "Participatory Analysis and Community Action" evaluation methods
- Google Data Studio
- "Managing Performance for Results" (Certificate)
- "Ethics and Integrity" (Certificate)
- "Prevention of Sexual Exploitation and Abuse" (Certificate)
- "Prevention of Sexual Harassment and Abuse of Authority" (Certificate)
- "Preventing Fraud and Corruption" (Certificate)
- "Anti-Sexual Harassment Training - New York 2021" (Certificate)