



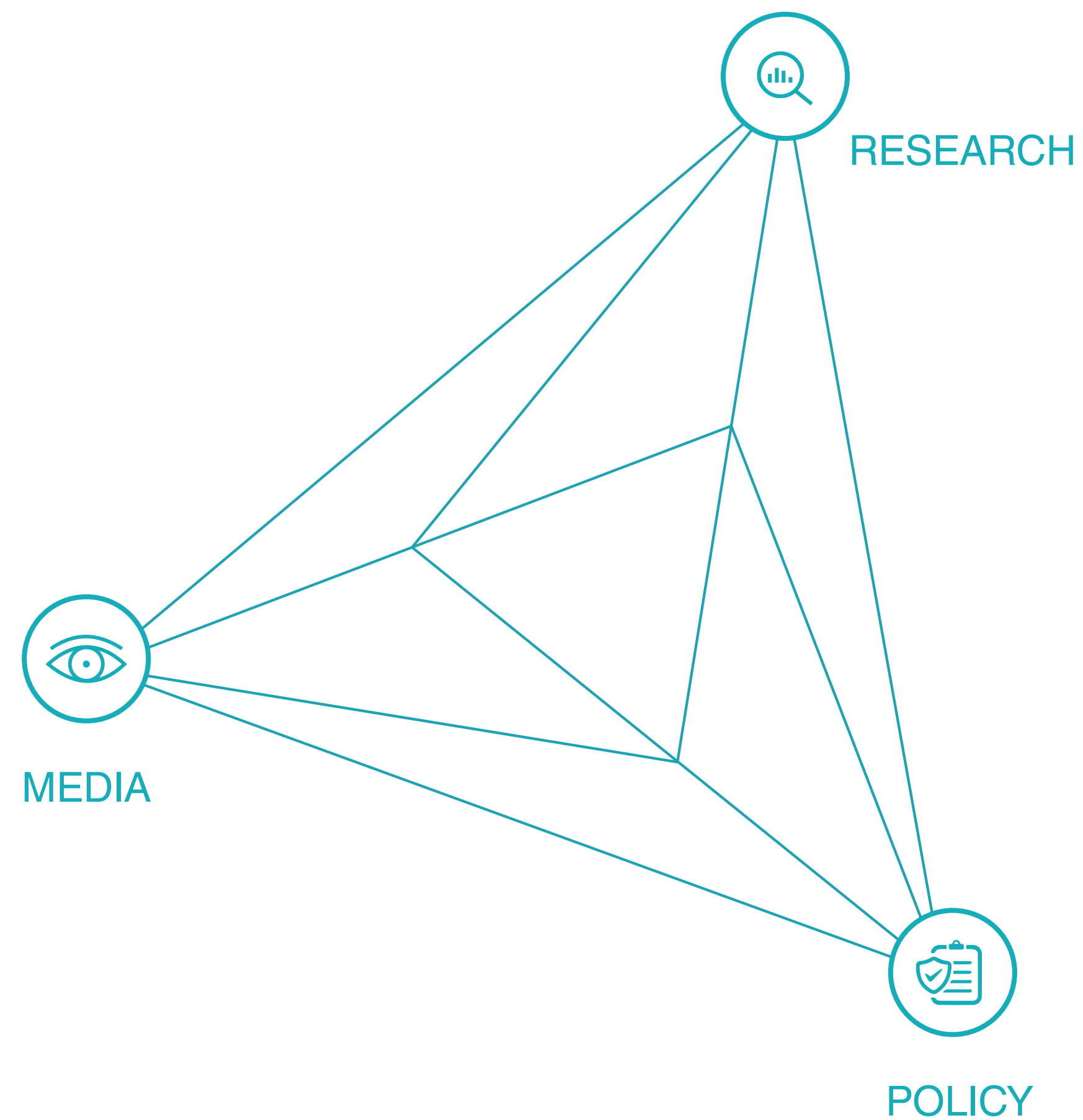
**TRIANGLE**

POLICY | RESEARCH | MEDIA



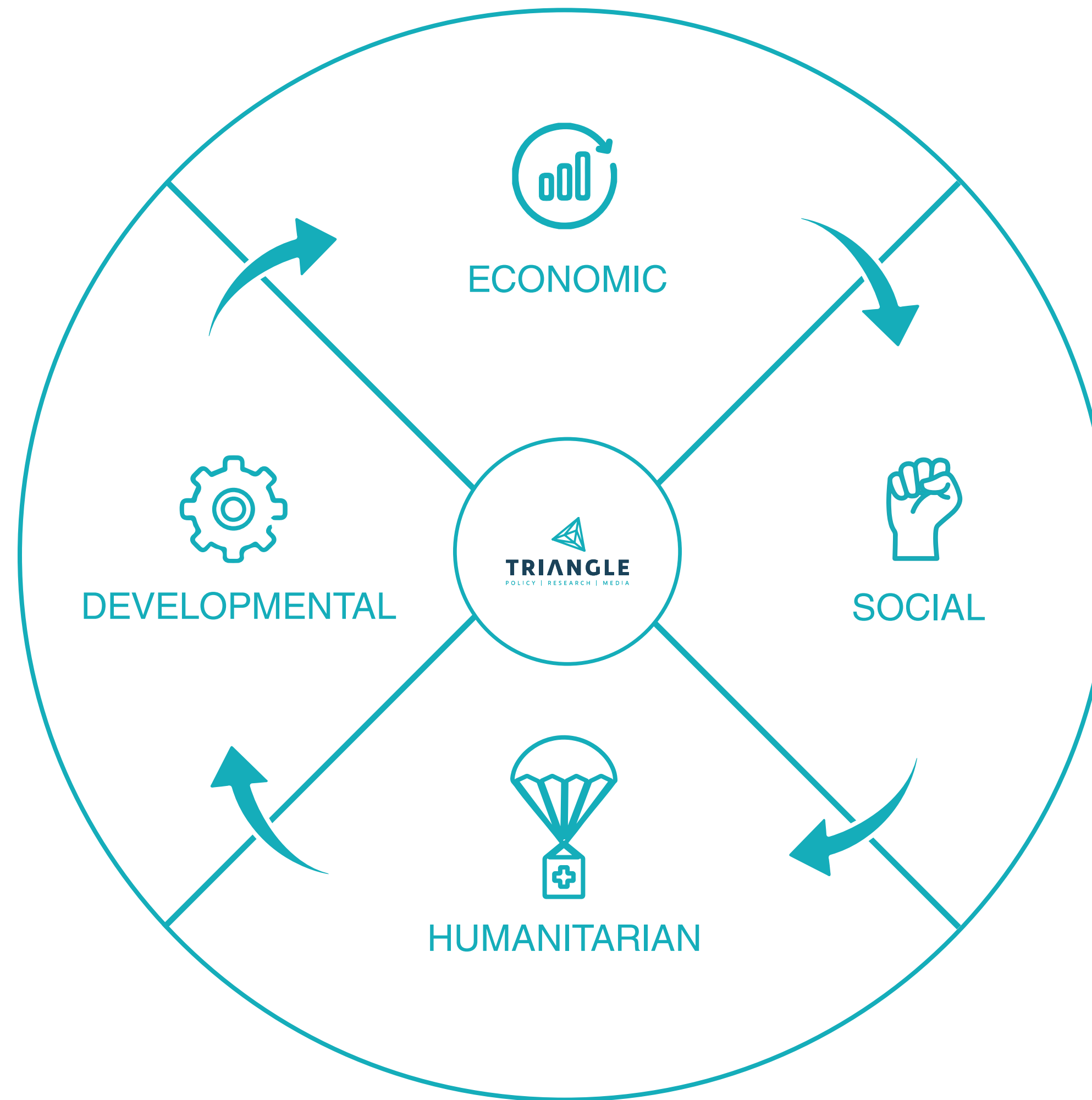
# THINK TRIANGLE

Triangle bridges the divide between policy making, research, and media to produce lasting results for clients. Triangle works to alter discourses and set agendas on issues that are intrinsic to progressive reform by integrating empirical inquiry with effective communications.



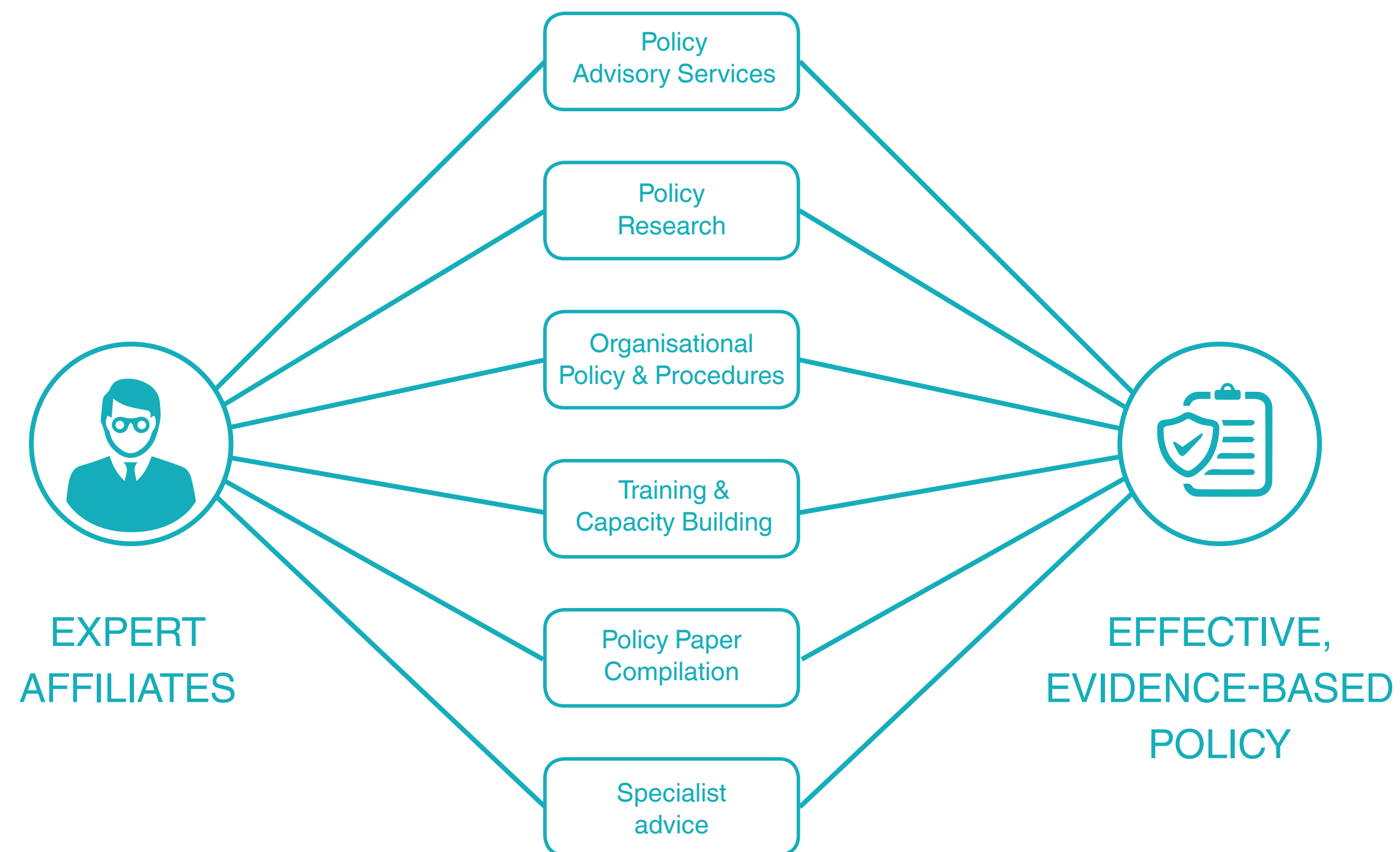
# TRIANGLE FOCUS

Triangle employs its expertise to produce integrated products across the fields of economics, development, social science, and humanitarian response.



Triangle Policy merges technical research, training expertise, and effective communications to offer clients a data-driven approach to policy reform, and capacity building.

By drawing on the expertise of research fellows, consultants, and affiliates, Triangle formulates effective strategies to set progressive policy agendas.



# TRIANGLE RESEARCH

Triangle produces empirical evidence-based research to expand our clients knowledge in key sectors and markets.

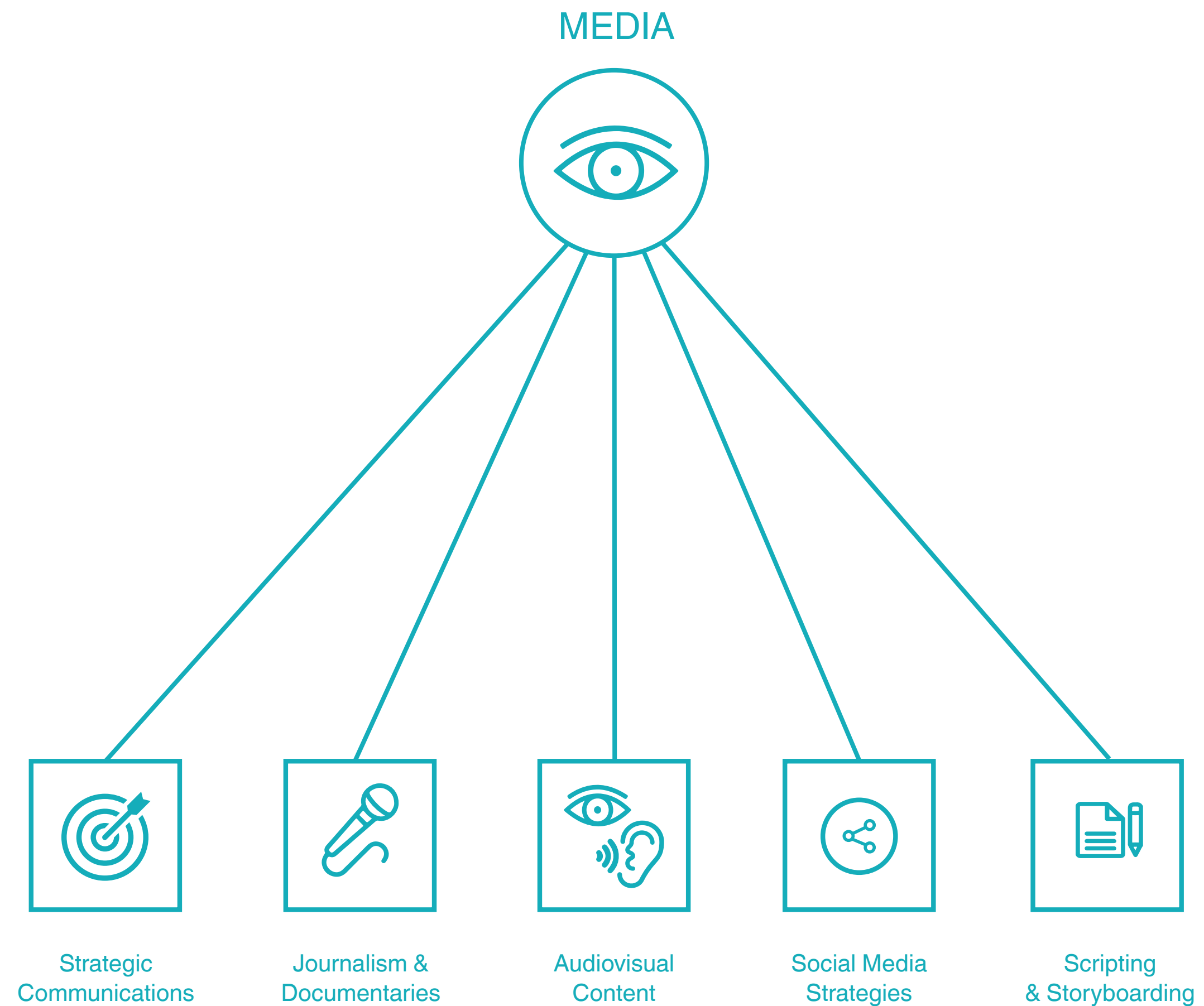
In order to continually develop progressive research across its focus areas, Triangle maintains an evolving roster of specialised consultants including experienced analysts, evaluators, researchers, journalists and project managers.



# TRIANGLE MEDIA

Triangle Media transforms detailed, and often dense information into a compelling message that is both visually appealing and generates maximum impact.

By combining media and design with Triangle's policy and research arms, Triangle Media offers its clients turn-key media solutions to change the conversation.

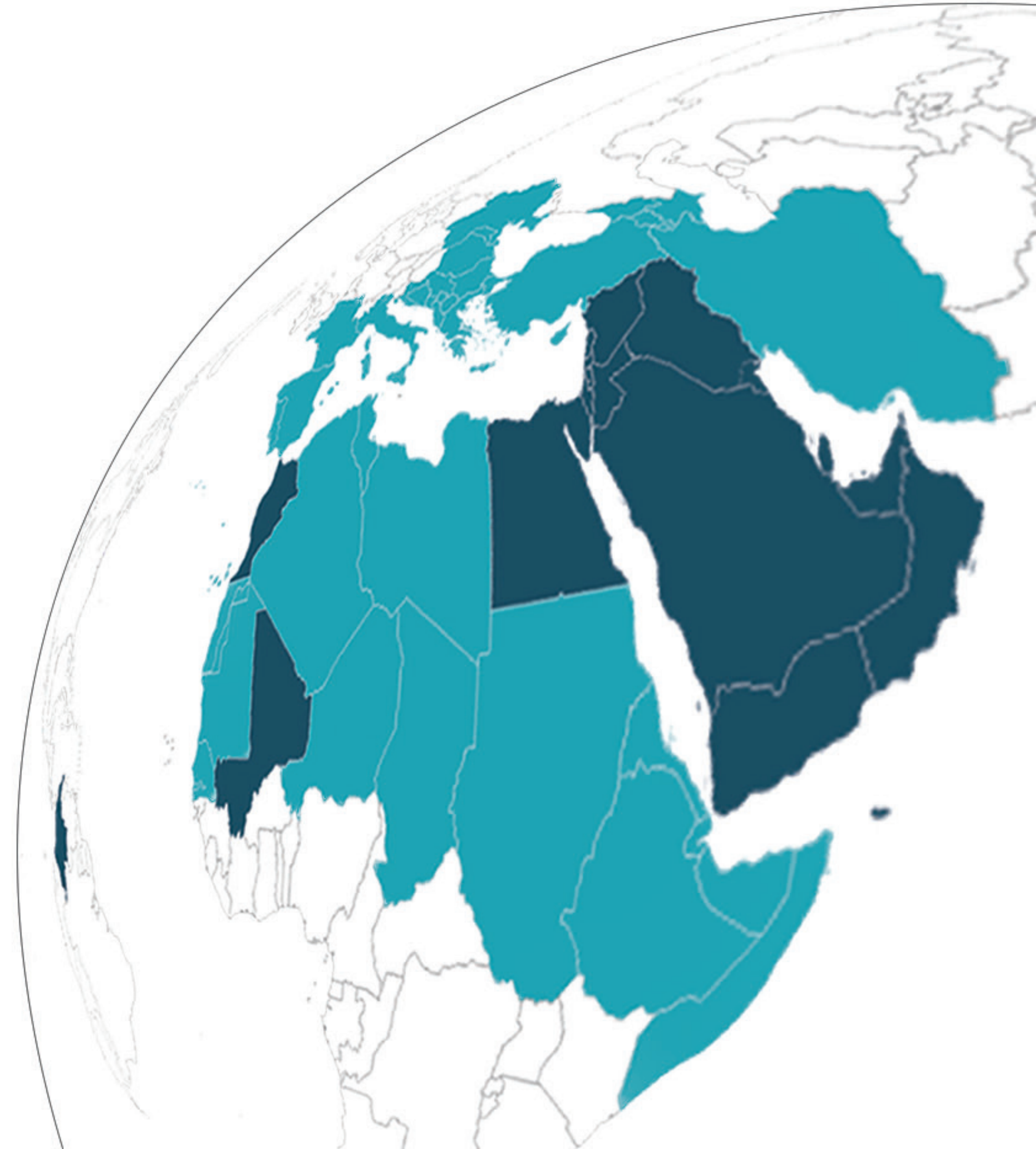


# TRIANGLE PROJECTS

Out of its headquarters in Beirut, Triangle places itself at the nexus of a region rife with both potential and hardship, where developments in one place can transform realities in another.

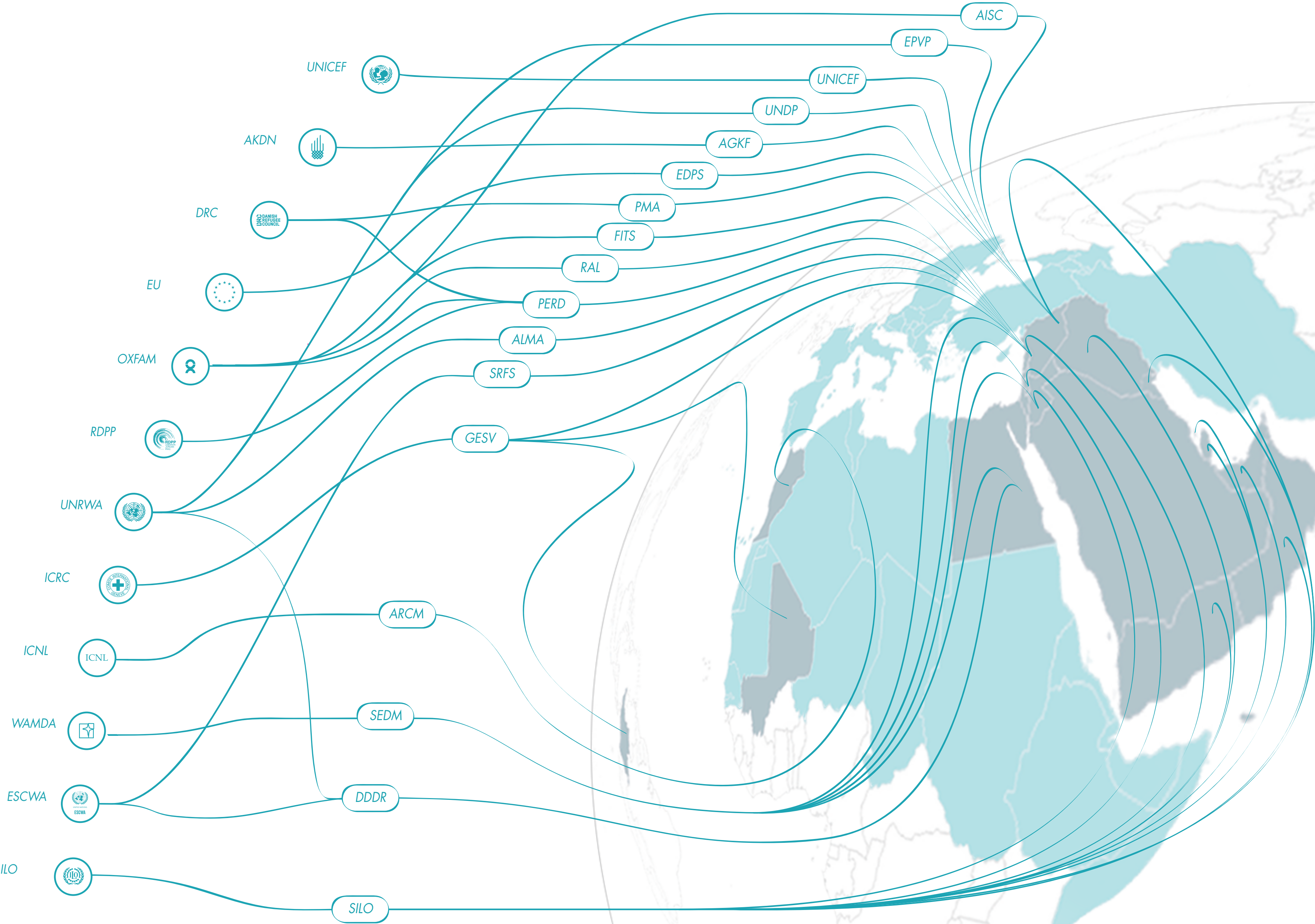
Unlike other organizations, Triangle's focus on West Asia, North Africa and the Mediterranean means we do not fly-in and fly-out. Instead, Triangle believes that the people who live and work in the places where we operate should have the first and final say on how their countries progress and develop.

It is this approach that drives Triangle to expand its reach across borders, ideologies and modes of operation, so that the changes we affect today are owned and sustained by the people to whom they matter most tomorrow.



# TRIANGLE PROJECTS

- AISC    Assessment on the Impact of the Syria Conflict on Access to Water
- EPVP    Evaluation of Enhancing the Protection of Vulnerable Palestine Refugees in Syria
- EBLI    Evaluation of the Back to Learning Initiative in the Syrian Arab Republic
- ESCP    Outcome Evaluation of the UNDP Syria Country Programme (2016-2019)
- AGKF    Formative Evaluation of Canadian Funded Projects inside Syria
- EDPS    Evaluation of Development Projects inside Syria
- PMA    Protection Monitoring & Advocacy
- FITS    Feasibility Assessment for Water Service Provision to Informal Tented Settlements in Lebanon
- RAL    Resilience Assets in Lebanon
- PERD    Post-Ex Evaluation of a Regional Development & Protection Programme Funded Action in Lebanon
- ALMA    The Arsal Labour Market Assessment
- ARCM    Assessment of Restrictions of Civic Space in Morocco
- SRFS    Strategic Review of Food & Nutrition Security in Lebanon
- GESV    Global Evaluation of Sexual Violence
- SEDM    Social Enterprise Development in the Middle East and North Africa
- DDDR    Design, Development and Delivery of Regulatory Reform Training in Egypt
- SILO    Support to the ILO Regional Office for the Arab States





# ESCWA



World Food  
Programme

## STRATEGIC REVIEW OF FOOD AND NUTRITION SECURITY IN LEBANON

To assist Lebanon in the formation of adequate food and nutrition policies, Triangle was contracted by the World Food Programme and The United Nations Economic and Social Commission for West Asia to conduct the first comprehensive review of food and nutrition security in Lebanon. Based on the findings and recommendations of the report, WFP now employs the report to inform longer-term strategic planning and activities in Lebanon.



LEBANON





## OUTCOME EVALUATION OF UNDP SYRIA COUNTRY PROGRAMME

Since 2016, the United Nations Development Programme (UNDP) has led efforts to repair the social fabric of Syrian society through its Syria Country Programme. The programme aims to create sustainable livelihoods opportunities for Syrians as well as restore access to basic social services and infrastructure. To understand the impact of the UNDP's efforts, Triangle was commissioned [to conduct the first outcome evaluation](#) of the agency's country programme since the onset of the Syrian crisis. The outcomes evaluation reports cover livelihoods and infrastructure interventions and are now used as the evidence base for future programme design and implementation at UNDP in Syria.



SYRIA



Photograph by Maya Hautefeuille/Oxfam



# ICRC

## GLOBAL EVALUATION OF SEXUAL VIOLENCE

In view of the gravity and underreported nature of Sexual Violence (SV) across the globe, the International Committee of the Red Cross (ICRC) commissioned Triangle to conduct a global field evaluation of its SV response in order to develop a new five-year strategy on SV. The mixed methods evaluation covered three country case studies in Columbia, Mali, and Lebanon, as well as a strategic assessment of SV at the headquarters level in Geneva, Switzerland. The findings and recommendations of the report now guide the ICRC's global SV strategy.



COLOMBIA



LEBANON



MALI





## ***EVALUATION OF DEVELOPMENT PROJECTS INSIDE SYRIA***

The EU Delegation to Syria commissioned Triangle to conduct its first in-country strategic evaluation of the EU's development projects in Syria. The findings and recommendations of the evaluation have fed into the EU's overall development aid strategy, its partner relationships, internal procedures, as well as its views towards post-conflict engagement in the reconstruction of Syria.



SYRIA



## ***DESIGN, DEVELOPMENT AND DELIVERY OF REGULATORY REFORM TRAINING IN EGYPT***

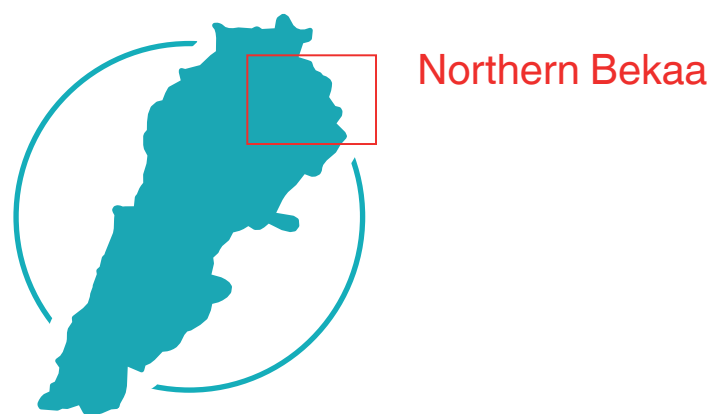
As a response to a request for technical assistance by the Egyptian Ministry of Investment and International Cooperation, UNESCWA commissioned Triangle to conduct a five-day training workshop on reforming the regulatory framework in Egypt. As a result of the training programme, some 30 Egyptian senior level technical staff from line ministries and governmental departments have gained essential skills to identify key bottlenecks in investment attraction strategies, the cost burden of regulation, and potential adverse effect of enforcement on different segments of Egyptian society.





## **FEASIBILITY ASSESSMENT FOR WATER SERVICE PROVISION TO INFORMAL TENTED SETTLEMENTS IN LEBANON**

Due to a lack of data on informal provision of water in the Northern Bekaa region of Lebanon, Triangle was commissioned by Oxfam to conduct a mixed-methods research study covering the social, economic and political ramifications of municipal water provision to Syrian refugees and Lebanese host community households. As a result of advocacy efforts which were based on the report's findings and recommendations, scenarios for more sustainable water supply provision are being employed across Lebanon.



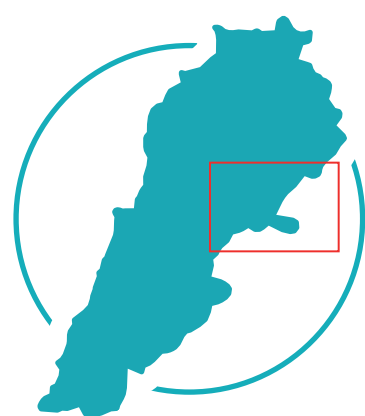
LEBANON





## **CITIZENS' PERCEPTION RESEARCH STUDY FOR GVC**

As a part of a project to improve access to safe and affordable water to the vulnerable communities, Triangle has been commissioned by Gruppo di Volontariato Civile (GVC) to conduct an in-depth study of local community dynamics in two municipalities of Lebanon's Bekaa Valley. The mixed-methods study assesses local power dynamics, citizens' water consumption and expenditure, as well as perceptions of water service provision. In addition, the study is intended to identify the channels and methods overcome barriers to payment, cost-recovery of public water services, and non-subscription to municipal water services.



Bekaa Valley

LEBANON



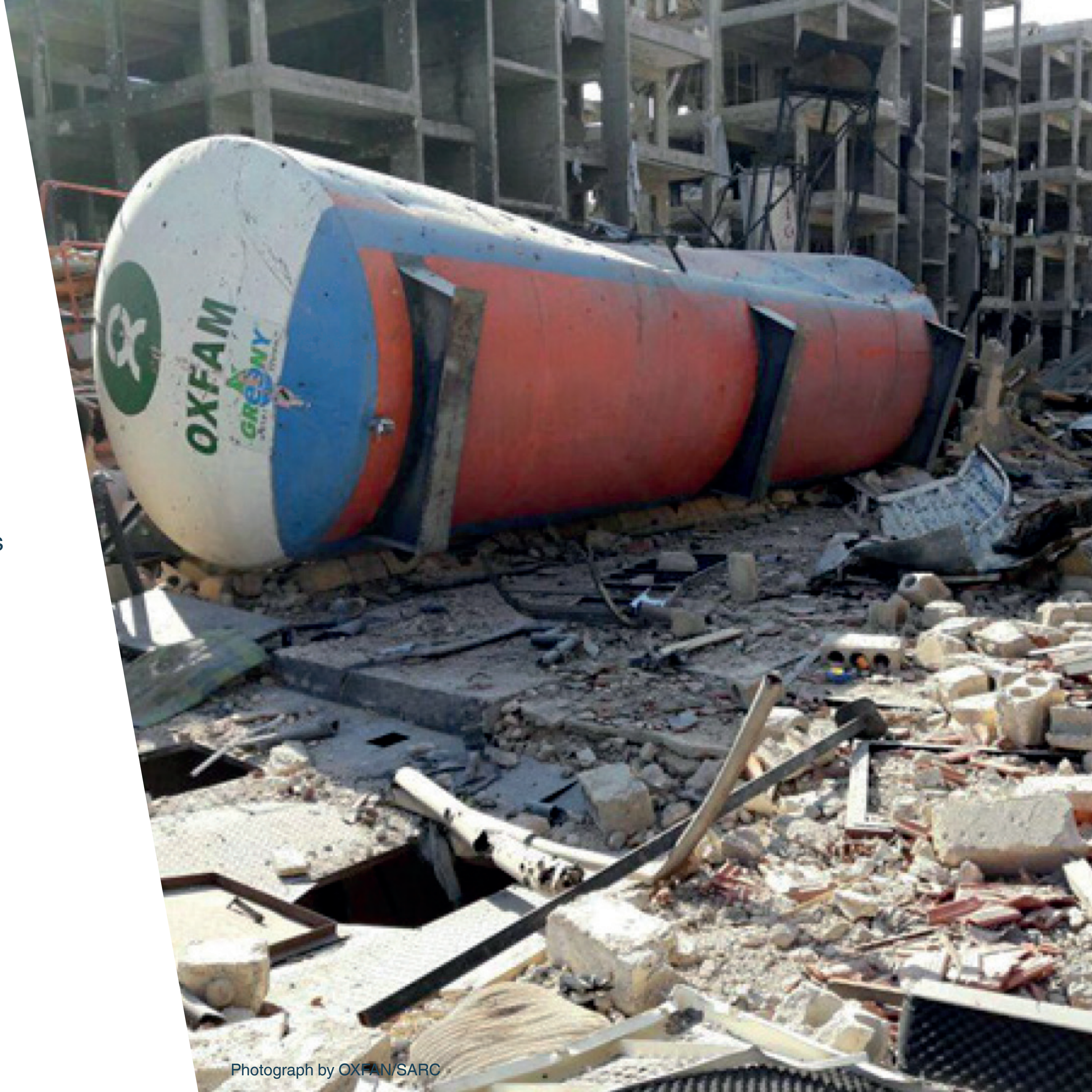


## **ASSESSMENT ON THE IMPACT OF THE SYRIA CONFLICT ON ACCESS TO WATER**

In order to advocate against the use of water as a weapon of war, Oxfam commissioned Triangle to conduct an assessment to document the effects of the Syrian conflict on disruptions to water networks and sources, as well the conflict's effects on the ability of people to access clean and safe water. The findings and recommendations of this research have formed the centrepiece of Oxfam's advocacy efforts against the use of water as a weapon of war in Syria.



SYRIA

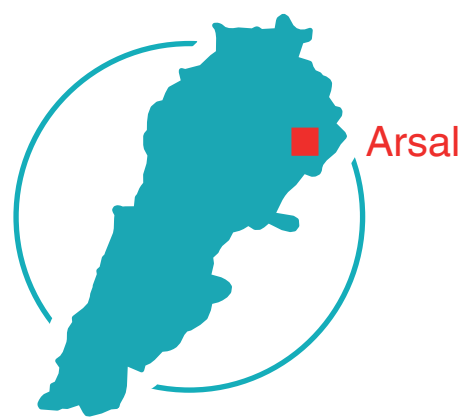


Photograph by OXFAM/SARC



## THE ARSAL LABOUR MARKET ASSESSMENT

Subsequent to its liberation from ISIS and other extremist groups in late 2017, the UNDP commissioned Triangle to conduct a mixed-methods Labour Market Assessment of the Aarsal district in Lebanon. The study demonstrated that traditional non-hazardous economic sectors such as agriculture have been upended in favour of fast-growing informal sectors, the war economy, and sectors dependent on humanitarian funding. The study is now being used to guide development investments and value chain interventions in Aarsal and the North Bekaa region of Lebanon.



LEBANON



## ***SOCIAL ENTERPRISE DEVELOPMENT IN THE MIDDLE EAST AND NORTH AFRICA***

The field of social enterprises in West Asia and North Africa is burgeoning; yet little empirical research on the sector exists. In order to expand the knowledge base concerned with social enterprise development, Triangle partnered with Wamda to conduct a piece of qualitative research on developing social enterprises in Lebanon, Jordan, Egypt and Palestine. The research provides an overall and country-specific view of social enterprises and their development challenges across the four geographies. Today, this research is employed by policy makers, academics and social enterprises, to formulate strategies for sector development across the region.



LEBANON



JORDAN



EGYPT



PALESTINE



## PROTECTION MONITORING AND ADVOCACY

As part of its response to the Syrian refugee crisis in Lebanon, the Danish Refugee Council (DRC) has been working to enable refugees and host communities to prevent and respond to protection concerns across Lebanon. In order to improve its reporting on protection concerns, the agency contracted Triangle to conduct monthly qualitative and quantitative protection analysis and reporting. As part of this effort, Triangle built analysis systems for monthly reporting, incorporating trend analysis and policy reviews to provide DRC with the capacity to conduct research and analysis in house. Triangle also produced engaging infographics which simplified complex protection concerns for key advocacy targets such as government officials, donors and the media.



LEBANON



Photograph by Eduardo Soteras Jalil/DRC

## **AMIDEAST CIVIL SOCIETY CAPACITY BUILDING INITIATIVE IN TUNISIA**

As part of its mission to counter violent extremism (CVE) at the community level, AMIDEAST launched a two-year project to build the capacity of local Tunisian CSOs who work with individuals and vulnerable to violent extremism. In order to build and develop its evidence base, the agency commissioned Triangle to bolster the capacity of local CSOs through training on in-house monitoring and evaluation. Triangle also works with AMIDEAST and its local partners in Tunisia to assess CSO capacity gaps through baseline and endline assessments, while providing technical assistance and follow-up coaching.



TUNISIA





## ASSESSMENT OF RESTRICTIONS OF CIVIC SPACE IN MOROCCO

In order to identify opportunities to improve civil society organizations' (CSO) environment in Morocco, Triangle was commissioned by the International Center for Not-for-Profit Law (ICNL) to conduct mixed methods research on policies and practices which inhibit civic space in Morocco. The results of the research evidence the practical effects of restrictive laws on CSO capacity and activities. The research is now employed by ICNL to support their programming on advocacy and CSO capacity building in Morocco.



MOROCCO



Photograph by Adam Jones: View over Djermaa el-Fna (Central Square) - Medina (Old City) - Marrakesh, Morocco



## **POST-EX EVALUATION OF A REGIONAL DEVELOPMENT AND PROTECTION PROGRAMME FUNDED ACTION IN LEBANON**

As part of the European Regional Development and Protection Programme (RDPP) to support Lebanon, Jordan and Iraq to better understand, plan, and mitigate the impact of forced displacement of Syrian refugees, a consortium of three NGOs (Oxfam, DRC and the Makhzoumi Foundation) commissioned Triangle to conduct a mixed methods post-ex evaluation of the LEADERS livelihood programme. The evaluation is now being used to inform socioeconomic development interventions of the RDPP across the three countries where it operates.



LEBANON





## RESILIENCE ASSETS IN LEBANON

In order to bolster and contextualize Oxfam's resilience and entrepreneurial learning programmes, Triangle was commissioned to conduct a piece of research on features and platforms of resilience among Syrians, Palestinians and Lebanese living in specific communities of Lebanon. The research also identified factors that could result in communal conflict, and what role social enterprise development could play in social pressures. The findings of the research are now used as the evidence base to implement a USD 5 million programme on resilience and social enterprise development in Lebanon.



LEBANON



Photograph by Maya Hautefeuille/Oxfam

# TRIANGLE TEAM

Triangle prides itself on openness to ideas, different approaches, and the modes of operation of its people.

In turn, Triangle aims to enrich our clients' understanding by tapping into the interests and expertise of our people while allowing them to enrich their own lives, alongside the lives of the communities they work with with.



# TRIANGLE FOUNDERS

## SAMI HALABI

Sami Halabi is Triangle's Director of Knowledge. Sami specialises in public policy and media as well as economics and social research. His research portfolio includes work with organizations such as the International Labour Organization, the World Food Programme, UNICEF, the United Nations Economic and Social Commission for Western Asia, Oxfam, the Danish Refugee Council, the European Union, the Department for International Development, the International Union for the Conservation of Nature, as well as many other development organizations and donors.

In the media industry Sami has worked with organizations such as France 24, Jane's, Petroleum Review, the Lebanese Broadcasting Corporation, and Executive Magazine. He also regularly appears on various broadcast media including the BBC. Sami holds a Masters in Public Policy from the Academy of Government at the University of Edinburgh and a Bachelors in Business and Management of Information Systems from the Lebanese American University.



# TRIANGLE FOUNDERS

## NIZAR GHANEM

Nizar Ghanem is Triangle's Director of Research. As a research and training specialist with over a decade of experience in both fields, Nizar's portfolio includes leading research projects, needs assessments, and baseline surveys for organizations such as the World Bank, UNICEF, the Norwegian Agency for Development Cooperation, the United Nations Development Programme, Oxfam, and the Lebanese Centre for Policy Studies.

Nizar has also authored several reports and scholarly articles on a variety of topics related to governance and development in the West Asia region. Nizar holds a Masters in International Relations and Economics from the School of Advanced International Studies at Johns Hopkins University and a Bachelors in Business and Accounting from Notre Dame University.



# TRIANGLE FOUNDERS

## KARIM EID-SABBAGH (PhD)

Karim Eid-Sabbagh is one of Triangle's founders and an academic researcher who specialises in development studies, political economy and agrarian studies. Karim is also a researcher for the London School of Economics, where he administers the Leverhulme Network for Agrarian Change in the Middle East.

He was previously a fellow at the Asfari Institute at the American University of Beirut and has published scholarly articles on hydrology, as well as urban planning, and development in academic journals such as Disasters Journal, International Negotiations and Water Alternatives. Karim holds a PhD in Development Studies from the School of Oriental and African Studies, as well as a Masters in Urban Planning and a Bachelors in Civil Engineering from the American University of Beirut.



# TRIANGLE FOUNDERS

## PAUL COCHRANE

Paul is one of Triangle's founders and has worked as a journalist, editor and analyst in West Asia for over a decade and a half. Paul has written for over 80 publications, including leading newspapers, magazines and specialised trade publications such as Reuters, Money Laundering Bulletin, Accountancy Futures, Commercial Crime International, Petroleum Review and Jane's.

His fields of specialisation include financial and banking compliance, the Islamic economy, and the political economy of West Asia. Paul also takes an active interest in China's political economy, British foreign policy, global surveillance and privacy issues, as well as climate change. Paul holds a Masters in Middle Eastern Studies from the American University of Beirut and a Bachelors in International Politics and History from Keele University.



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