

### 1.2.8 Resources

Our consortium, led by Siren, brings the necessary experience, networks, knowledge and personnel to deliver value-for-money, impactful programming. **Siren has retained 90% of the current delivery team, ensuring continuity and the ability to mobilise contextualised support for the ISF upon contract.** Integrity, Siren’s consortium partner, will compliment this localised approach with industry-leading research, monitoring and evaluation tools to deliver against CSSF objectives. **All key positions have been identified; of those identified, 75% have previous experience delivering CSSF projects, 69% are Lebanese, and 56% are women.**

#### Sub-Contractor Expertise and Role

**Consortium Partner: Integrity** is a trusted HMG supplier of research, monitoring and evaluation services, specialising in conflict sensitive security and stabilisation programming in fragile and conflict affected states. They drive industry standards, independently verifying outcome-level progress in difficult-to-measure contexts, including for the CSSF-funded AJACS Programme in Syria. Integrity is responsible for the project’s Research, Monitoring, Evaluation and Learning (RME) facility, ensuring conflict and gender sensitivity are mainstreamed. They will also lead Output 3 - Human Resources Management.

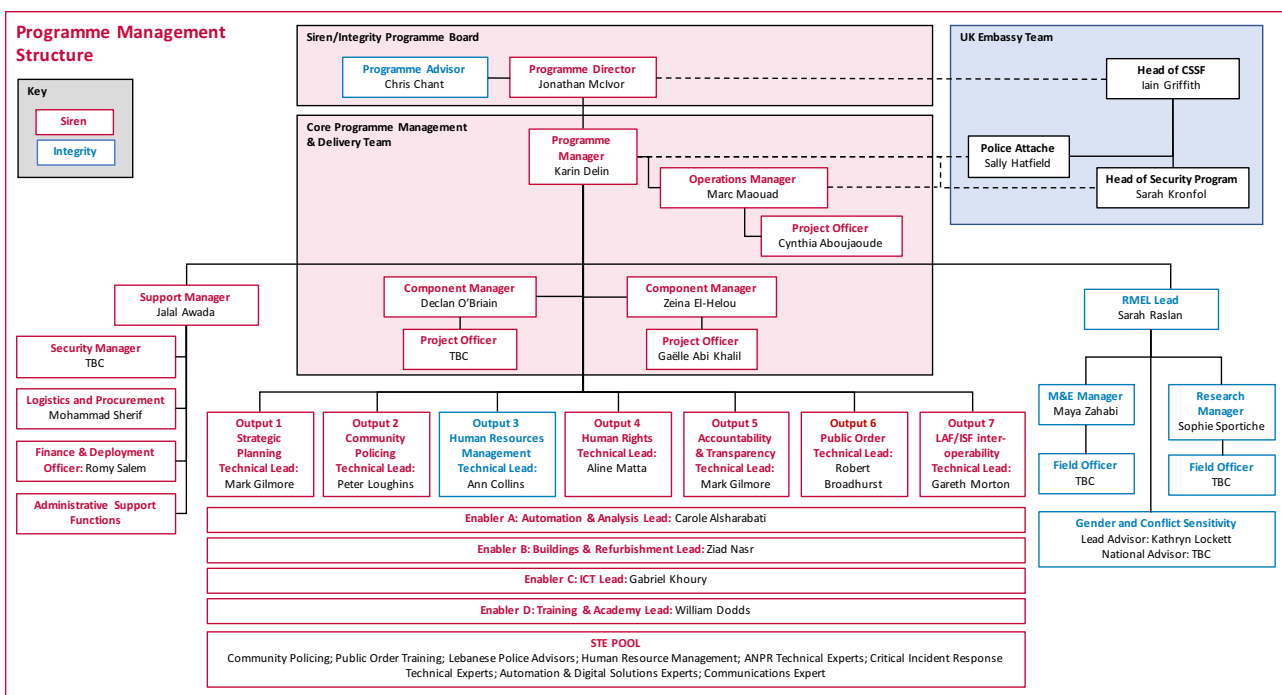
**Key Local Partner: MARCH** is a local non-governmental organisation promoting social cohesion and conflict resolution with a proven track record of inclusive, high impact programming in Tripoli. Building on a current partnership, Siren will work with MARCH under Output 2 to implement community engagement activities with vulnerable youth in Tripoli. The partnership will involve BEDCO, a MARCH youth job-creation/vocational skills initiative (HMG supported), for refurbishment on the Tripoli roll-out.

#### Staffing, Uplifts and Downsizing

Our governance, financial management, and reporting systems support flexible and adaptive management. Our contracting systems allow for swift deployments and our existing Lebanon platform is scalable, **allowing rapid expansions or downsizing.** Our capacity for rapid uplifts in the project team is enabled by the extensive network of high calibre international and regional advisers that the consortium collectively maintains. Siren’s consultant database of over 200 approved short term experts (STEs) (of whom more than 50% have previously been deployed on Siren projects) with skills across the international development spectrum supports this capacity. Our deployment protocols allow us to conduct thorough due diligence via comprehensive acuity checks, reference checks and conflict of interest disclosures, minimising time from selection to deployment. Siren maintains an active network with local companies, NGOs, and universities, enabling the flexible mobilisation of local expertise, whether temporarily or for the longer term. Where downsizing is required, all consultant contracts include break clauses which allow us to terminate contracts swiftly in cases of under-performance, or where a change in the programme requires.

#### Fair and Equal Treatment and Ethical Conduct

Siren is an equal opportunity employer operating according to best practice management and human resource practices. The Siren Human Resource Management Handbook reflects international standards on promoting equality and diversity and provides for equal opportunities regardless of gender, sexual orientation, confession, ethnic background or disability. It outlines processes to ensure **professional standards and ethical conduct** of contracted staff through regular performance reviews and the Siren Code of Ethics. In cases of poor performance, remedies are proposed in terms of training, change of role, reassignment or termination of contract. **The Siren/Integrity Consortium contract specifies quality performance evaluation criteria and procedures to ensure equal treatment of sub-contractors.** The Programme Board will conduct quarterly performance reviews to maintain quality throughout the supply chain. Siren’s **Code of Conduct** addresses ethical conduct including safeguarding and an anti-corruption policy. The Code of Conduct will be signed by all staff during induction; breaches will result in disciplinary procedures or dismissal.



## Management Structure

The Programme Manager, supported by the Core Programme Management and Delivery Team, will ensure the work-plan is delivered efficiently and flexibly in accordance with Siren's Project Management Manual. She is responsible for Programme compliance with procedures for security, duty of care, safeguarding, financial management and due diligence. She is accountable to the Siren/Integrity Programme Board, who ensure the Programme remains aligned with CSSF strategy and meets contractual obligations. The above organigram describes delivery and governance management including lines of reporting and communication with the British Embassy Beirut (BEB). Further definition is provided in the table of key staff and responsibilities.

## Experiences, Qualifications and Roles of Key Staff Deployed

<p><b>Siren/Integrity Programme Board:</b> Convenes monthly with the Core Programme Management and Delivery Team to review progress against schedule, budget and KPIs. Quarterly coordination meetings with the BEB Head of the CSSF.</p>
<p><b>Programme Director, Jonathan McIvor (Siren):</b> Senior responsible officer accountable to BEB. Over 15 years' experience leading high profile change management policing programmes across MENA. Leading on CSSF ISF support projects since 2008 (ISFPRO and BPSP). Former Assistant Chief Constable in the Police Service of Northern Ireland (PSNI).</p>
<p><b>Programme Advisor, Chris Chant (Integrity):</b> Ultimately responsible for RMEL facility delivering against client needs, providing additional strategic advice on programme delivery and client relations. Justice sector reform and international development practitioner with 12 years' experience of programme design and delivery gained both in HMG and consultancy.</p>
<p><b>The Core Programme Management and Delivery Team:</b> Responsible for day-to-day management of Programme. Provides both strategic leadership and technical delivery to maximise value-for-money and ensure programme continuity with beneficiaries.</p>
<p><b>Programme Manager, Karin Delin (Siren):</b> Manages Programme implementation. Provides strategic leadership on output 1 (Strategic Planning), based on proven delivery of ISF five-year plan under current CSSF ISF programme. 20+ years' experience managing programs on good governance, security sector reform and community safety. Ten years' experience with ISF. Reports monthly to Programme Board and weekly, monthly and quarterly to the BEB Head of Security Programme. Regular meetings with the BEB Police Attaché.</p>
<p><b>Operations Manager, Marc Maouad (Siren):</b> Responsible for daily engagement with beneficiaries to maintain buy-in. Will continue to provide strategic guidance on output 2; previously responsible for community policing pilot and roll-out under consecutive CSSF programmes. Over 15 years' experience supporting public sector reform in Lebanon; full time with the ISF since 2008. Maintains open communications with the BEB Head of Security Programme to manage risk on a daily basis. Reports to the Programme Manager.</p>
<p><b>Technical Leads:</b> Thematic and technical short-term experts providing delivery and capacity building on each programme output. Report to the Programme Manager.</p>
<p><b>Output 1 Strategic Planning / Output 5 Accountability and Transparency Technical Lead, Mark Gilmore (Siren):</b> 20 years' experience of leading and advising executive police teams in transformational change in UK, the Middle East and the Western Balkans. Former Chief Constable of West Yorkshire Police.</p>
<p><b>Output 2 Community Policing Technical Lead, Peter Loughins (Siren):</b> Expert in Community Policing, Community Safety and Change Management, with experience delivering CSSF police reform programmes in Jordan. Former Superintendent in the PSNI.</p>
<p><b>Output 3 Human Resource Management Technical Lead, Ann Collins (Integrity):</b> Over 25 years' experience providing strategic human resources capacity building to facilitate organisational reform both in the UK government and in fragile states and post conflict environments as part of UK government programming.</p>
<p><b>Output 4 Human Rights Technical Lead, Aline Matta (Siren):</b> Attorney with 15 years' experience directing and implementing rule of law programs in Lebanon and the MENA region. Thematic areas include human rights and access to justice, women's rights and gender equality, security sector reform, and criminal justice reform.</p>
<p><b>Output 6 Public Order Technical Lead, Robert Broadhurst (Siren):</b> Delivered the ISF Public Order Manual of Guidance under current programme (BPSP). Former Metropolitan Police Service Commander with 30 years' experience as a senior public order officer.</p>
<p><b>Output 7 ISF/LAF Interoperability Technical Lead, Gareth Morton (Siren):</b> Experience supporting security agencies in Jordan (CSSF) and Bosnia on critical incident management, including multi agency training for strategic and operational leaders in law enforcement, civil defence and military. Former Detective Chief Superintendent in the PSNI and head of Special Operations Branch.</p>
<p><b>Enabler Leads:</b> Cross cutting experts delivering and supporting across outputs on analysis and automation – <b>Carole Alsharabati (Siren)</b>; ICT – <b>Gabriel Khoury (Siren)</b>; buildings and refurbishment – <b>Ziad Nasr (Siren)</b>; and training – <b>William Dodds (Siren)</b>. Over 20 years' collective experience developing and delivering the ISF community policing model.</p>
<p><b>RMEL Facility:</b> Provides robust monitoring and evaluation of delivery, ensuring that the programme team, beneficiaries, BEB, and FCO have the information to make judgements on quality of delivery leading to desired outcomes. Will ensure that research and evaluation functions support the programme's robust conflict and gender sensitive approach, and are inclusive of all communities.</p>
<p><b>RMEL Lead, Sarah Raslan (Integrity):</b> Overall responsibility for the design, inception and delivery of the RMEL facility, managing RMEL facility personnel and quality assuring deliverables. Highly experienced monitoring, evaluation and learning professional with eight years' experience providing strategic support in the implementation of M&amp;E systems for CSSF security and justice programmes in post conflict states, including the Middle East. Reports to the Programme Manager.</p>
<p><b>Gender and Conflict Advisor, Kathryn Lockett (Integrity):</b> Will ensure gender and conflict sensitivity is embedded in both delivery and monitoring and evaluation across outputs. Conflict and gender sensitivity advisor with 20 years' experience working towards gender equality and tackling Sexual and Gender Based Violence (SGBV) in fragile and conflict affected geographies. Kathryn has produced a range of guidance notes and toolkits for Stabilisation which now underpin HMG's support for the integration of gender.</p>

## **Jonathan McIvor MBE**

**Role: Programme Director**

Director of Siren Associates with over fifteen years' experience of **establishing and leading high profile projects in the Middle East including projects in the Palestinian Territories, Lebanon, Jordan and Yemen**. A former Assistant Chief Constable in the Police Service of Northern Ireland, he combines a depth of operational experience with strategic vision and a commitment to work collaboratively with beneficiaries to achieve organisational transformation.

### **PROFESSIONAL EXPERIENCE**

**Programme Director** – British Policing Support Project, Lebanon (formerly ISFPRO) – 2008 to present, Beirut, Lebanon.

- Responsible for researching and authoring a Strategic Review upon which the programme was founded. Has led the programme since its inception including the development of a Code of Conduct, recognised regionally as good practice, and overseeing the roll out of modern, effective and 'joined up' policing across Beirut.

**Project Director and subsequently Strategic Advisor** – Jordanian Policing Project – August 2013 to March 2019, Amman, Jordan

- Responsible for every aspect of project development from inception to completion and in particular project design, programming, finance, selection of personnel and formulating strategic direction with beneficiaries and donors.

**Team Leader** - Ministry of Interior Restructuring Team – Delegation of the European Union – July 2012 to August 2014, Sana'a, Yemen

- Responsible for leading a team of internationals to provide support to the Restructuring Committee of the Ministry of Interior in the preparation and drafting of a strategic reform plan for the civilian security sector.
- Liaise and coordinate with US team engaged in the restructuring of the Ministry of Defence.

**Senior Election Security Advisor** – International Foundation for Electoral Systems/USAID, January to May 2012, Sana'a, Yemen

- Carry out a risk assessment and provide advice to the Yemeni Supreme Commission for Elections and Referenda (SCER) ahead of the Presidential election in February 2012 and subsequent follow up activities including post election 'lessons learned' research. Develop longer term risk analysis and election security project.
- Provide briefings to US authorities, including the National Security Advisor, on risk mitigation.

**Head of Mission (HoM) EU Police Coordinating Office for Palestinian Police Support (EUPOL COPPS) –**  
European Commission - November 2005 to December 2006, Ramallah, West Bank.

- Architect and first Head of Mission, EUPOL COPPS. Responsible for assisting the Palestinian Civil Police rebuild and restructure policing in Gaza and the West Bank.
- Liaise with the US Security Coordinator.

**Police and Security Advisor to the EU Special Representative (EUSR) to the Middle East Peace Process –**  
Council of the European Union – September 2004 to October 2005, Jerusalem, Brussels.

- Provide security advice to EUSR and attend international meetings as required e.g. Quartet meetings (UN, US, EU, Russia).
- Establish EUCOPPS (forerunner of EUPOLCOPPS) and negotiate through Brussels.

**Police Service –** Metropolitan Police Service, Royal Ulster Constabulary, Police Service of Northern Ireland – 1982 to 2007 – various ranks and postings to Assistant Chief Constable (on secondment to EUSR).

**Military Service –** Royal Green Jackets – 1974 to 1982 – various ranks and postings including Northern Ireland, Cyprus, Korea and Hong Kong to Captain.

#### **Education**

- 2000 – 2001 - Cambridge University - Diploma in Criminology and Police Studies
- 1989 – 1991 – University of London – MSc in Organisational Behaviour
- 1974 – 1977 – University of East Anglia – BA (Hons) in Development Studies

#### **Awards**

- Member of the Order of the British Empire (MBE) – 2015 – for “Services to Stability in the Middle East”.

## Karin Delin

**Role: Programme Manager**

Siren Director with more than 20 years' experience of **planning and managing complex programs on good governance, security sector reform and community safety** in the Middle East, Africa, Asia and Eastern Europe. Trainer and facilitator on participatory planning and change management. Extensive experience of international consultancy work in police reform programmes including Jordan, Oman, the Palestinian Territories and Lebanon **focusing on building beneficiary capabilities in strategic planning, governance, accountability and oversight**. Has worked with the ISF since 2008.

### PROFESSIONAL EXPERIENCE

**Component Lead Police Accountability** – British Policing Support Project, Lebanon -2016 to present, Beirut, Lebanon.

- Responsible for supporting enhanced police oversight, accountability and Human Rights monitoring in the Inspectorate General. Led a team of experts in introducing and institutionalising a modernised approach to inspections and improved public access to the system for making complaints against the Internal security Forces.

**Advisor Strategic Planning**– British Policing Support Project, Lebanon -2016 to present, Beirut, Lebanon.

- Supported the ISF Strategic Planning Team (SPT) through the process of developing a Strategic Plan for 2018-2022. The work involved organisation wide consultations, strategic advice to senior management, participatory planning workshops, mentoring and on the job training of the SPT on the structuring of programmes, projects and governance processes.

**CSSF Jordan Security Sector Project (JSSP)** 2014-2016, Amman, Jordan.

- Training the Gendarmerie Strategic Planning Team on methods and tools for strategic planning and project management.
- Facilitating strategic planning workshops across Gendarmerie units.
- Facilitating multi stakeholder workshops to develop community safety plans for Zaatari and Azraq refugee camps.
- Process lead in the development of a Code of Conduct for the Gendarmerie.

**Royal Oman Police** 2012-2013, Muscat, Oman.

- Facilitating organisation wide consultations and participatory strategic planning workshops. Supported the development of a Strategic Plan for reform of the Royal Oman Police.

**Independent Consultant** 2003-2015. Providing consultancies on organisational development, strategic planning, project management and training. Clients included law enforcement agencies, government agencies, international organisations, donors, academic institutions and NGOs in more than 30 countries. Examples of assignments:

- **International Training Programme on Women, Peace and Security** – Swedish International Development Agency 2012-2015. Trainer and mentor on a program for mid-level and senior security sector officials from the MENA region on development of action plans for implementation of the UN Security Council Resolution 1325 to improve prevention and combatting of gender based violence.
- **Master Class for Police Advisors** -DCAF/ISSAT 2011-2012: Trainer on an international training programme to prepare senior police officers for the role as police advisors in international missions. Topics included security sector reform methods, client-centred approach, participatory planning and results based management.
- **Serbia Police Reform**- The Swedish International Development Agency and OSCE 2003-2012. Support to the Ministry of Interior reform and development process to align with EU accession requirements. Facilitation of multi stakeholder participatory processes for strategy development and programming for reforms. Training and mentoring of police officers to develop and implement underpinning projects.
- **Lebanon Internal Security Forces** – Security Forces Professionalism, Rights and Outreach Project (ISFPRO), 2008-2015. Trainer and facilitator on Strategic Planning. Supported the establishment of the ISF Strategic Planning Team. Review of the ISF Complaints System.
- **Liberia Security Sector Reform**- UNMIL 2008-2012  
Facilitation of multi-stakeholder workshops for planning the restructuring, reforming and rebuilding of the Liberia National Police (LNP) and the Bureau for Immigration and Nationalisation. Training in project management for UNMIL staff and the Liberia Police.
- **Support to the Palestinian Civil Police**-European Coordinating Office for Palestinian Police Support, 2005. Facilitation of multi-stakeholder workshops to develop the Palestinian Civil Police Development Programme which provided the foundation for the EUCOPPS mission.

**Organisational Development Consultant**-Agero Business Consulting, 2001-2003

- Supporting clients in change management, participatory planning and results based management.

**Project Manager**-The Swedish National Audit Office, 1991-2000

- Responsible for planning and managing implementation of international development projects to enhance government accountability in Lesotho, Botswana, Rwanda and Bosnia.

**Education**

- 2011-2012-Challenge X Institute, Munich, Germany- Master Diploma Organisational Development and Change Management
- 1996 -1998 - University of Lund -Adult Learning and Organisational Development
- 1987 -1990 -University of Stockholm-Bachelor of Science

## Marc Maouad

### Role: Operations Manager

Operations Director of Siren Associates with over fifteen years' experience as Senior Adviser /Project Manager/ Operations Manager on public sector reform and development projects in Europe and the Middle East, including Lebanon and Jordan. **Has been working with the ISF since 2008, leading the ISF Community Policing Rollout.** Former IT, Management and Organisation Consultant, he has been working in the field of Operational Management, Project Identification, **Change Management and Strategic Planning** – with specific experience within the Lebanese and Jordanian security sectors.

### PROFESSIONAL EXPERIENCE

**Operations Manager / Project Manager** – British Policing Support Project (BPSP), Lebanon (formerly Internal Security Forces Planning Rights and Outreach Project ISFPRO) – 2008 to present, Beirut, Lebanon.

- Responsible for project managing the UK-funded project (ISFPRO then BPSP) since its inception in 2008. The process included **development and implementation of an organisation wide strategic plan** and associated planning process, consistent with international Human Rights standards, in order to **increase public support for and trust in the ISF** and confidence in the rule of law in Lebanon. It has also included the design and administration of **public opinion surveys, a Senior Leaders Program, the formulation of a Code of Conduct, a Policing Pilot Project**, that led to a large-scale cross-organisational programme to roll out modern, effective and 'joined up' policing across Beirut, and several enabling components including Inspectorate General, ISF Academy, Mobile Forces, Staff Unit and Territorial Gendarmerie. Directly **responsible for managing strategic relationships and engaging with key stakeholders** and for **leading the Community Policing Rollout and the development of the Police of Beirut Command and Control Centre** that utilizes **Intelligence Led Policing (ILP)** to produce analytical products designed to inform law enforcement decision making at both the tactical and strategic levels.

**Operations Manager** – Jordanian Policing Project – 2013 – 2017, Amman, Jordan.

- Responsible for managing the operations of the project, overseeing financial management, procurement, preparation of yearly bids and quarterly reports and linking with the Embassy accordingly. Responsible for bringing local knowledge and perspective. Played a key role in identification and selection of Jordanian retired Officers to serve as Community Policing Assistants in the Syrian Refugees Camps.

**Project Officer/Manager** - Project Administration Office (PAO), Presidency of the Council of Ministers (PCM) and Delegation of the European Union – March 2004 to April 2010 (Part-time from April 09 to April 2010), Beirut, Lebanon.

- Responsible for assisting and supporting the Lebanese public sector and preparing, managing and implementing the components and activities of projects under EUROMED & ENPI. Projects included the management of an EU-funded project aimed at improving the criminal investigation process within the Internal Security Forces, particularly in relation to terrorist incidents, with a focus on preservation of crime scene, collection and management of forensic material and longer term investigation.

**Coordinator (Voluntary Work)** – High Relief Commission – Presidency of the Council of Ministers (PCM), Beirut, July to September 2006, Beirut, Lebanon.

- Helped coordinate the international assistance between the Lebanese Government/High Relief Commission, the United Nations organisations, the Red Cross and other relevant humanitarian organisations for the 2006 war.
- Established and formalized a mechanism to register, track, monitor and report on in-kind donations and proposed enhancements to the existing National Response Plan and audit mechanisms of incoming donations.
- Managed a team of 6 persons (government employees and civil society volunteers).

**IT, Management and Organization Consultant – Financial Services Business Unit** – CSC Peat Marwick - January 2002 to March 2004 ; September 05 - January 06 (unpaid leave from PAO), Paris, France.

- Managed projects and coordinated the overall work of the missions between consultant and client's teams and structured and daily managed the Project Office.

#### **Education**

- 1999 – 2001: École Supérieure des Sciences Économiques et Commerciales – ESSEC, Paris – Masters Degree in Business Administration (MBA).
- 2000: Erasmus Universiteit – Rotterdam School of Economics – Socrates Academic Exchange Programme.
- 1996 – 1999: Université Saint Joseph, Management and Business Faculty, Beirut – Bachelor's Degree in Business Administration.

#### **Languages**

- Arabic: Mother tongue.
- French: Mother tongue.
- English: Excellent.
- Spanish: Beginner.

#### **Teaching experience and Publications**

- Lecturer at Saint-Joseph University Political Science Institute (2015-2017) – Strategy and Leadership courses.
- Lecturer at Saint-Joseph University Business Faculty (2008-2014) – Management courses.
- Publications include, Nasr H., Maouad M., "Nuclear Security Projects related to Border Control in Lebanon". International Atomic Energy Agency International Symposium on Nuclear Security, March 2009.



## **Carole Alsharabati PhD**

### **Role: Automation and Analysis Lead**

Research Director of Siren Associates with twenty years of professional experience in consulting, research, teaching, communication, and management. **Has supported ISF since 2012 to drive change and transformation through analysis and automation.** Her broad experience spans over **security sector reform , governance, Human Rights, research and ICT.** She is former Director of the Political Science Institute at University of Saint Joseph , founder of a leading multinational technology firm, and **founding member of an anti-corruption NGO.** She combines scientific rigor with activism, innovation and entrepreneurship.

### **PROFESSIONAL EXPERIENCE**

**Analysis and Process Automation Lead** – British Policing Support Project, Lebanon (formerly ISFPRO) – 2012 to present, Beirut, Lebanon.

- Responsible of development of analysis units and context/security research assessment in Beirut, Tripoli and Aarsal. Worked on crime analysis, complaints and inspections, and automation of systems and processes. Participated to station recruitment and training, community outreach engagement, community policing rollout, and survey design.

**Lead Researcher on Radicalization and Statelessness in Tripoli** – MARCH Lebanon – 2018 to present, Beirut, Lebanon.

- Responsible of a research on causes and consequences of statelessness in Tripoli and recently initiated an automation project related to stateless registration cases.
- Currently leading a research on Radicalization in Tripoli uncovering root causes, the role of the clergy, criminal groups, drugs, and condition of prisons.

**Strategic Communication Consultant** – DCAF – 2018 to present, Beirut, Lebanon.

- Developed a communication strategy and website for the Human Rights division of the Inspectorate General at the Ministry of Interior.
- Currently responsible of the development of a communication strategy for the ISF Public Relations department and the training of their social media team.

**Founder and Board Member** – Sakker El Dekkene anti-corruption NGO – January 2014 to Present, Beirut, Lebanon

- Contributed to the creation of a leading anti-corruption NGO in Lebanon. Managed anti-corruption projects related to institutional performance. Developed the communication strategy and team structure.

**Professor** – Political Science Institute at Saint Joseph University – September 2003 to present, Beirut, Lebanon

- Courses include Political Communication, Statistics Applied to Political Science, Game Theory, Conflict Resolution and Negotiation, Political Economy and Macroeconomics.

**Academic Director** – Political Science Institute at Saint Joseph University – September 2014 to October 2018, Beirut, Lebanon

- Responsible for the operation of the Institute. Designed and implemented the Institute's strategic plan and introduced the Arab Master in Human Rights and Democracy.

**Founder and Managing Partner** – CME Offshore SAL, September 2003 to present, Beirut, Lebanon

- Led the growth of the technology company from 4 to 200 engineers, with expansion into China, India, and Argentina, with clients including Governments, NGOs, and large firms such as Paypal, Subway, and Thomson-Elite.

**Electoral Consultant** – Several consulting missions between 2005 and 2013 for the United Nations Economic and Social Commission for Western Asia and the International Foundation for Electoral Systems on electoral reform and electoral simulations.

**Public Sector Risk Analysis Consultant** – Several consulting missions between 1998 and 2005 for the World Bank in Cambodia and Morocco, Decision Insights, Sentia Group, and the Lowe Institute. Topics included economic reform, and stakeholder/policy analysis.

**Assistant Professor and Acting Dean** – Faculty of Business and Management of University of Balamand in Koura, North Lebanon from 1999 to 2003.

#### **Education**

- 1994 – 1997 – Claremont Graduate University (California) – PhD in International Relations and Applied Methodology
- 1991 – 1994 – Claremont Graduate University (California) – MA in Comparative Politics
- Summer of 1994 – Stanford University (California) – Hoover Summer Program in International Politics
- 1987 – 1990 – Saint Joseph University (Beirut) – BA in Political and Administrative Sciences

## Mark Gilmore QPM MA

**Role: Technical Lead**  
**Strategic Planning, Governance and Accountability**

Senior Police Officer **advising executive teams** on managing strategic threat, risk & harm during transformational change. 20 years' experience of **establishing, leading and advising on strategic policing programmes** in Northern Ireland, Great Britain, UAE and the Western Balkans (Albania, BiH, Kosovo, Macedonia, Montenegro, Serbia). Former Chief Constable of West Yorkshire Police. A dynamic, resilient, and influential leader, with a proven track record of delivery at strategic, tactical and operational level and strong belief in the values of fairness, dignity, equality, respect, and human rights.

### PROFESSIONAL EXPERIENCE

#### **October 2016 to 2019 - Strategic Advisor, Consultant and Mentor: Managing Director APS (MG) Limited – Above the Parapet Solutions**

Providing **strategic consulting, advisory and mentoring** services to clients facing leadership challenges whilst undergoing transformational change. Currently providing **leadership knowledge, experience, strategic planning, governance and risk mitigation expertise** to Chief Executive and Executive Management teams of major NI private and public sector organisations, including threat assessments for critical national infrastructure and major HM Treasury funded programmes. Recently engaged by Governance Board to provide, **leadership, visioning, strategic planning, governance** and mentoring advice to the Chief Executive and Executive Team of a leading NI Government Department.

**2016/19 – Deployed in BiH, as the expert strategic advisor** and advocate for an Intelligence Led Policing Project on behalf of the British Embassy in Sarajevo advising led partners on the strategic, tactical and operational considerations necessary when introducing Intelligence Led Policing in Bosnia and Herzegovina and CT response exercises with partner agencies.

**2017/19 - Deployed in Western Balkans as the expert strategic advisor** to the EU, WINPRO III programme on Witness Protection to review and **strengthen the local leadership capacity and capability** of beneficiary countries (BC's) to ensure the future sustainability of the programme. Developed a sustainability strategy, new operating and governance model, and business processes to secure the future delivery of the specialist service. This required engagement in a series of strategic meetings Government Ministers, Senior Officials, Judges, Chief State Prosecutors and Director generals of Police to positively influence their thinking and seek their endorsement, ownership and implementation of the Witness Protection Sustainability Strategy. This resulted in five countries out of the six committing to implement the strategy with the remaining one in an advanced state of drafting its own desired version to protect victims and witnesses.

**2018 - Completed mission's to Serbia, Montenegro and Kosovo** to deliver **Leadership Training** to senior Prosecutors, Police, Prison Officers and Human Resource professionals. This included the use of a modern Human Resource Model for people management recognising local employment law. Continues to advise upon and deliver leadership training, coaching and mentoring and is developing, with partners, a Leadership During Crisis and Critical Incident Management course.

#### **2013 – 2016 Chief Constable of West Yorkshire Police (WYP), England, United Kingdom**

Responsible for the strategic direction and control of West Yorkshire Police (WYP) including 10,000 police officers and support staff colleagues, annual budget of £414M and serving some 2.2 Million people during a time of significant Government austerity measures on UK Public Services and policing reform, resulting in the dis-establishment of Police Authority Governance Boards and the appointment of new politically elected Police and Crime Commissioners. The size and scale of organisational, operational, cultural, governance and accountability

change required was unprecedented. Member of the Yorkshire and the Humber forces, Chief Constables Regional Collaboration Board with regional responsibility for Serious and Organised Crime and the Counter Terrorism Unit in the North East of England. Held the Association of Chief Police Officers (ACPO) portfolio lead for Forensic Science and Innovation. Vice Chair, ACPO National Terrorist & Allied Matters Committee; attended Her Majesty’s Government - Police & Counter Terrorism Board and was also the Chief Constable responsible for the operational delivery of the National Police Air Service for England and Wales. **Led West Yorkshire Police’s “Programme of Change” to positively transform the delivery of local, regional and national policing services.**

**2014 - United Arab Emirates: Policing Policy Review** - invited by **Sir Ronnie Flanagan** as a strategic policing advisor to review its internal policy making and co-ordination body on policing matters. Developed volunteer programme with Sir Ronnie, enabling UAE senior officers attending universities in West Yorkshire, to experience and observe UK operational policing.

**2011 - 2013 Deputy Chief Constable, Northumbria Police**

Appointed as Deputy Chief Constable for Northumbria Police and held the ACPO national portfolio lead for Policing Protest and Disorder. Responsible for **Strategic Planning, Conduct and Discipline, Internal Grievance Resolution, Complaints**, Force Performance, **Counter Corruption**, Force Legal Department and Corporate Communications and led the organisational change programme developing a new organisational operating model for the delivery of policing services. Awarded the Queens Police Medal in her Majesty’s New Year’s Honours List in 2013 for distinguished service.

**2009 - 2011 Assistant Chief Constable, West Yorkshire Police**

Appointed as Assistant Chief Constable, West Yorkshire Police and held the portfolio for Specialist Operations. Attained wide policing experience and expertise in roles such as HQ strategic management, roads policing, Counter Terrorism – ACPO TAM, tactical support groups, firearms, public order, forensic science, change management, risk management, corporate governance, policy development, regional collaboration, and Leadership development and selection. Chaired the United Kingdom Central Authority for the International Exchange of Criminal Records and was the ACPO representative on the Child Exploitation and Online Protection Centre (CEOP), Governance Board, as well as the Serious Organised Crime Agency (SOCA), Governance Board. Member of the NPIA, Audit and Risk Committee. **Chaired Governance Board** for the build and delivery of two £50M state of the art, high tech, builds including a forensic science building which housed its own labs and worked collaboratively with private sector scientists as well as a new police training school with specialist facilities for public order, firearms, and driver training. An accredited assessor and interviewer for the ACPO, Senior Police National Assessment Course, selecting and mentoring future Chief Police Officers.

**1997 – Completed the “Leaders for Tomorrow Programme: Northern Ireland”, Harvard University** in the prestigious JFK School of Government and placements with the Office of Public Safety, FBI, DEA and Massachusetts State Police and Boston Police with the Northern Ireland Peace Builders Programme.

**1995 - Inspector, appointed to the RUC Fundamental Review Team** led by the then Deputy Chief Constable Sir Ronnie Flanagan which submitted its operational recommendations to the Independent Commission for Policing in Northern Ireland, producing the **“Patten Report” that formed the cornerstone for the strategic reform of policing in Northern Ireland, resulting in the PSNI.**

**Education**

2007-2008	Strategic Command Course, NPIA, Bramshill
2007	Senior Police National Assessment Centre, NPIA, Bramshill
1997	Graduate of the International Executive Programme, Harvard University, MA, USA
1994-1996	MA in Administrative and Legal Studies including, University of Ulster (UUJ)
1992-1994	Post Graduate Diploma in Administrative and Legal studies (with distinction), UUJ
1087-1988	HNC in Police Studies, University of Ulster

<b>Awards</b>	Queens Police Medal (QPM) 2013 – for Distinguished Service
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## **Peter Loughins**

**Role: Technical Lead Community Policing**

Senior Police Officer with experience of **leading major multi-partner strategic community safety projects**. Has provided **training, mentoring and support to security agencies in Jordan on Community Policing**. Previously the CEO of SOS NI, a Community based Charity in Belfast. Operations Director for 2013 World Police & Fire Games. Formerly a Superintendent in Police Service of Northern Ireland with extensive experience in **Community Policing, Community Safety and Change Management**.

### **PROFESSIONAL EXPERIENCE**

**Siren Associates** – September 2018 to present, Amman, Jordan

- Currently working for Siren Associates as the lead trainer in Amman on the “Shoulder 2 Shoulder” Project funded by the Kingdom of the Netherlands. This is a two year Community Safety and Community Policing project to introduce the concept of Community Safety through a partnership approach.
- Designed and delivered bespoke community policing training to the Public Security Directorate in Jordan. Conducted a review of the course and also carried out a review of the Community Champions project funded by UNDP.

**Chief Executive Officer – SOS NI (Charity) – Belfast, Northern Ireland** January 2014 – January 2018

- SOS NI is a charitable organisation supporting the vulnerable and those in need on the streets of Belfast. In June 2017 he was appointed Chief Executive of the Charity and has during this period focused on building strategic partnerships and securing sustainable funding. Currently Vice Chair SOS NI Board of Trustees.

**Intercomm International**

- Currently Chair of Intercomm International, a Charity focused on conflict transformation at a national and international level. Intercomm operates cross-community to address issues of community tension and conflict. Intercomm works closely with PSNI to build sustainable relationships with the community.

**Operations Manager World Police & Fire Games: Belfast, Northern Ireland.** January 2011 – October

- Appointed by PSNI as Operations Director (including Security). There were 7000 Law Enforcement participants from 66 countries, providing an opportunity to connect policing with the community through sport and volunteering opportunities.
- Project management of security under four strategic work streams in line with UK Counter Terrorist Strategy of Protect, Prepare, Pursue, Partners.
- Developed and managed projects for the delivery of Transport, Medical Services, Command & Control, Venues, Equipment and Logistics, managing a budget of £1.2m.

**Superintendent - Criminal Justice Department (2008 – 2010)**

- Responsible for the development of major multi-partner strategic community safety projects. These included country-wide initiatives on knife crime and alcohol related crime.

**Superintendent Community Safety Manager 'C' District**

- Responsibilities included Community Policing, Community Safety, Crime Prevention, Youth Justice and Hate Crime. This involved working at a strategic level with all partner agencies including District Policing Partnerships, Community Safety Partnerships and other key stakeholders.
- Change Manager overseeing a change program integrating four police districts into one larger district, with responsibility for the strategic review of all policing activity and resourcing across the districts.

**Chief Inspector, Community Safety Down District**

- PSNI Strategic Lead on the Community Safety Partnership and member of the Steering Committee which developed the first Community Safety Strategy in the district.

**Additional Relevant Community Policing Experience****BOSTON POLICE DEPARTMENT USA - Leaders for Tomorrow Program (2002)**

Selected by PSNI to attend the Leaders for Tomorrow Program at Harvard, along with colleagues from An Garda Siochana, other public departments and private industry. A four-week placement with the Boston Police Department provided the opportunity to observe community policing in a different context from a strategic, operational and tactical point of view.

**Education**

1997 BA (Hons) Public Policy & Management (University of Ulster)  
1990 HNC Police Studies (University of Ulster)

**Professional Training**

- Leaders for Tomorrow –Harvard University (2002)
- Initiatives in Conflict Management – Harvard (2002) – International Partners
- Community Policing Program - Boston College (2007) – Boston & Los Angeles Police
- Strategic Leadership Development, Police College, Bramshill (2003 – 2010) Foundation Course, Strategic Citizen Focus, Developing Mgt Teams, Media Skills, Silver Command

## **Aline Matta**

**Role: Technical Lead Human Rights**

Attorney (qualified in the US and Australia) with over 15 years' experience directing and implementing **rule of law programs in Lebanon** and across the Arab / Middle East and North Africa region. Diverse programmatic **experience encompassing human rights and access to justice, women's rights and gender equality, security sector reform, law and criminal justice reform, legal education and training** and development of government and non-government institutions.

### **PROFESSIONAL EXPERIENCE**

#### **AMERICAN BAR ASSOCIATION RULE OF LAW INITIATIVE (ABA ROLI)**

*Senior Regional Advisor, Middle East and North Africa, Apr 2011 – present*

- Co-authored assessment of detention procedures in Lebanon; developed recommendations for criminal justice and detentions procedure reform.
- Co-authored *de jure/de facto* assessment on the status of women in Libya.
- Provided technical support to legal counseling and awareness for Syrian refugees in Turkey.
- Designed human rights clinical education program at the Faculty of Law, University of Bahrain.
- Led research teams in Jordan and Lebanon in a survey of Syrian refugees documenting human rights and humanitarian law violations, drafted final analytical report.

**ALEM & ASSOCIATES (A&A), Head, International Legal Development Group, Feb 2014 – Feb 2017**

- Legal advisory services, research, training and program management in support of legal development, governance and public administration reform projects with a focus on the MENA region.
- Specific projects included: justice sector assessment and design of justice sector and legal aspects of community policing programs in opposition-held areas of Syria in support of US/UK/Danish funded projects; also drafted and oversaw initial implementation of gender strategy; support to UN agency on development of police procedures and code of conduct in Lebanon; drafting of private equity fund law for Lebanon under a project supported by the Office of the Prime Minister of Lebanon; development of white paper on legality of non-state courts in conflict settings, in partnership with a global law firm.

**FHI360, Team Leader, USAID Rule of Law Assessment, Sept – Nov 2012**

- Designed assessment methodology, oversaw field research team and drafted a rule of law assessment report encompassing the West Bank and Gaza, for USAID.

#### **AMERICAN BAR ASSOCIATION RULE OF LAW INITIATIVE**

*Country Director, Lebanon, Jan 2007 – Mar 2011*

- Directed program supporting government and non-government institutions to undertake anti-corruption and transparency initiatives, resulting in drafting and submission of laws to parliament on access to information and whistleblower protection. Both laws since enacted.
- Launched Lebanon's first human rights clinical education program at the Faculty of Law at La Sagesse University. Program now in its twelfth year of operation.

*Deputy Regional Director for Gender Programs and Co-Director, Iraq, Mar 2005 – Dec 2006*

- Oversaw establishment of the Arab Women's Legal Network, the first association for female legal professionals in the Arab region.
- Co-authored two reports on the *de jure* and *de facto* status of women in Iraq encompassing SGBV, political participation, health, education, nationality, labor and personal status.
- Supported several conferences for Iraqi stakeholders to strengthen women's rights and gender equality under the constitution, laws and practice.

- Designed and implemented continuing legal education programs for Iraqi judges, lawyers and academics, Ministry of Human Rights personnel and NGO representatives.

**QUEENSLAND UNIVERSITY OF TECHNOLOGY**, *Adjunct Faculty Member, Brisbane, Australia, 2011* Co-designed and co-taught a post-graduate course on law and international development.

#### **ADAM SMITH INTERNATIONAL (ASI)**

*Legal Advisor, Iraq Public Administration Project, Baghdad, Iraq, July – Dec 2004*

- Provided legal advice to the Iraqi Interim Government on legal issues relating to the establishment of a central government administration.

*Justice Advisor, Basrah, Iraq (on behalf of UK DFID), June 2003 – June 2004*

- Led international 4-person team of lawyers in legal technical assistance in four southern provinces incl. facilitating coordination between provincial and central authorities, streamlining of police-court-detention functions, legal aid program design, and promoting compliance with due process and other human rights standards in the criminal justice system.
- Initiated and led research and drafting of a comprehensive assessment on the justice sector in Southern Iraq with recommendations for future development efforts.

*Legal Advisor, Palestinian Negotiations Affairs Department, London/ Ramallah Jan 2002 – Mar 2003*

- Advised on Palestinian permanent status positions on the questions of Jerusalem and provisions for state-to-state dispute settlement; legal support for related diplomatic efforts.

#### **EARLY EXPERIENCE**

- *Litigation Associate*, Milbank Tweed Hadley & McCloy LLP, New York, 1998 – 2001
- *Researcher*, *Eritrea v. Yemen (arbitration)*, NYU School of Law, Asmara, Eritrea, 1997
- *Intern*, Office of the Legal Counsel, United Nations Secretariat, New York, 1997
- *Associate*, Justice C.W. Pincus, Ct of Appeal of Supreme Ct of Queensland, 1995-1996
- *Articled Clerk*, Bowdens Lawyers, Brisbane, Australia, 1994-1995

#### **EDUCATION**

**New York University School of Law**, New York, NY, Master of Laws in International Legal Studies, May 1997

**Queensland University of Technology (QUT)**, Brisbane, Australia

Bachelor of Laws, First Class Honours, May 1994 / Bachelor of Business - Accountancy, with Distinction, May 1994

#### **BAR ADMISSIONS**

Supreme Court of Queensland, Australia – January 1996

Supreme Court of New York – November 1998

**LANGUAGES:** English (native), Arabic (professional knowledge), French (professional knowledge)



**Robert Broadhurst OBE QPM****Role: Technical Lead Public Order**

A former commander in the London Metropolitan Police with 30 years' experience as a senior public order officer. **Has supported the ISF since 2015 to develop and implement the ISF Public Order Manual of Guidance.** Director of the London Policing College, Associate of the UK College of Policing and Visiting Fellow of Charles Sturt University (Aus.). Wide experience of policing models and support to the police forces in India and Qatar to improve their public order response.

**PROFESSIONAL EXPERIENCE****Component Lead – Public Order** British Policing Support Project, Lebanon, 2014-2018

Designed and introduced a strategic Manual of Guidance for Public Order. Delivered command band training at Gold, Silver and Bronze level. Developed integrated planning units for the Police of Beirut and Mobile Forces.

**Director London Policing College** - 2013 – present

Developed BSc and MSc degree courses in policing in collaboration with University of West London. First courses to be delivered in Sept. 2019. Winner of bid to deliver all degree level apprentice training for Metropolitan Police from 2020.

**Visiting Fellow, Charles Sturt University** – 2015 – present.

Strategic input to Indian Police Service, Mid-Career Command Course, on Public Order and Major Event planning.

Delivery of inaugural senior Public Order command course to New South Wales Police.

**Qatar Ministry of Interior** 2015-2016

Delivery of 12 Strategic training courses to senior Officers in preparation of 2022 World Cup.

**The Royal Parks, London** – 2016 – present

Strategic advisor to Senior Management Team on the management of major ceremonial events within the Royal Parks. Delivery of table top exercises to multi-agency staff in preparation for such events.

**Metropolitan Police Service, London** – 2006 – 2013

Head of public order and operational response. Responsible for all public order doctrine and training. Gold commander for numerous iconic events including two Royal weddings, Papal visit, G20, European Cup Final, FA cup finals.

**Metropolitan Police Service, London 2012 Olympics** – 2005-2012

Led the planning team from winning the bid in 2005 and delivered as Gold Commander in 2012 with over 10,000 officers a day under my command.

**Police Service** – Metropolitan Police Service, London – 1977-2013**Education**

2000 – 2001 – Cambridge University – Diploma in Criminology and Police Studies

1973 – 1976 – University of London – BSc Geography

**Awards**

Officer of the Order of the British Empire (OBE) 2013 - Services to the London Olympics.

Queens Police Medal (QPM) 2005 – Services to Hostage Negotiating

## **Gareth Morton**

**Role: Technical Lead LAF/ISF Interoperability**

Experience from **CSSF support** to Jordanian Security Agencies on **critical incident management** including organising **multi agency training for law enforcement, civil defence and the military**. A former Detective Chief Superintendent in the Police Service of Northern Ireland with 30 years' experience including Head of Specialist Operations Branch and Strategic Firearms Commander. Highly skilled in building and maintaining strategic relationships with beneficiaries and to adapt approaches to meet client needs.

### **PROFESSIONAL EXPERIENCE**

**Component Manager** – British Policing Support Project, Jordan 2018 to 2019.

- Responsible for researching, supporting and designing a critical incident management programme from strategic management through to tactical delivery. This included building and maintaining strategic relationships with beneficiaries and conducting continuous reviews of delivery material focussed on the needs of beneficiaries and reflecting the changing threat environment within the MENA region. The project included multi agency training for strategic and operational leaders in law enforcement, civil defence and military. The project required flexibility, adapting on numerous occasions to the changing and prevailing threat conditions. The role also included the management of finance, selection of appropriate personnel and maintaining relationships with beneficiaries and donors. The project was well received with several requests from beneficiary organisations for continued support and guidance.

**Strategic Management Expert for Critical Incident Training** – Jordanian Policing Project – August 2016 to 2018, Amman, Jordan.

- Responsible for supporting the design and delivery of critical incident management to multiple organisations, to enhance their ability to manage and resolve critical incidents. This included delivering training to strategic and operational commanders based on current UK effective practice. The style of delivery was based on shared knowledge requiring significant experience and knowledge in the operational environment.

**Strategic Management Expert for Special Measures** – Bosnia and Herzegovina 2016 to 2017

- Responsible for research and a training needs analysis for the Bosnian law enforcement agencies for special measures training. This included their covert investigative capability and their capacity to deal with a spontaneous critical incident.

**Police Service** – Royal Ulster Constabulary and Police Service of Northern Ireland from 1986 to 2016.

- Detective Chief Superintendent, Head of Specialist Operations Branch (SOB) and responsible for the strategic management of covert operational deployments and high-risk overt interventions. This included the management of critical deployments and developing innovative investigative procedures with partner agencies. These agencies included military special forces (SRR), cross border policing agencies to include the Southern Irish police (AGS), government bodies and the security services. Responsible for partnership arrangements in the development and deployment of special/technical measures to secure and preserve evidence and protect life.

- Strategic Firearms Commander for spontaneous and pre planned firearms deployments. Responsible for multi-agency deployments with military, security services and law enforcement agencies and the development of tactics to ensure appropriate conduct to comply with human rights legislation and legal responsibilities.
- Strategic firearms and specialist tactics lead for the G8 summit in Northern Ireland (2013). This included developing partnership working arrangements with military special forces and government bodies from across the globe, creating a safe environment for world leaders and attendees. Led on the development of new tactics and technical measures to meet the particular challenges of the event e.g. water borne firearms response and air support solutions to the threat of drone attack or interruption.
- Public Order Commander at Strategic, Tactical and Operational Levels with extensive experience in policing divided communities during some of the most volatile periods in Northern Ireland. Responsible for developing and commanding joint agency public order tactics with various military units.
- Community Policing. Extensive experience in community policing as Community Safety Manager and Response Policing at all ranks from Constable to Superintendent. Responsible for building and maintaining working relationships with communities and government/non-governmental organisations.

#### **Education**

- 2015 – Certificate in Strategic Leadership and Management CMI (Chartered Management Institute). Chartered Manager
- 2010 - International Leadership in Counter Terrorism LINcT
- 2008 – Senior Management Institute for Police (Harvard and Boston Universities)
- 2000 – Open University - Bachelor of Science
- 1996 – SCOTVEC - Higher National Certificate in Policing

#### **Awards**

- Queen's Commendation for Bravery - 1998.

## **William Dodds FCMI**

**Role: Technical Lead Training and ISF Academy**

Former Police Officer with extensive experience in designing and delivering training. Former **head of the Police Training College in Northern Ireland**. Has provided **strategic, tactical and training design advice on community safety and community policing** in the UK, Europe and most recently the Middle East. Commended and highly commended on 13 occasions for good police duty and bravery. Committed and successful international policing adviser, subject matter expert and training manager. **Deployed in Jordan since 2015 working in close partnership with the Public Security Directorate** and other state actors on UK, UN and EU funded security sector and community cohesion projects.

### **PROFESSIONAL EXPERIENCE**

**Operations Manager** – Siren Associates, Jordan – 2019 - present, Amman, Jordan.

- Responsible for the effective and efficient delivery of a community safety project on behalf on the Government of the Netherlands in North Amman, Jordan.

**Senior Leadership Training Associate** – College of Policing, UK, 2015 – present

- Deployable worldwide delivering leadership training, assessment and coaching.

**Deployable Civilian Expert** – Stabilisation Unit, UK Foreign and Commonwealth Office – 2015 – 2019

- Deployable worldwide in support of the UK response to missions and conflict.

**Community Policing Component Lead** – Siren Associates – Policing Project – 2015 to 2019, Amman, Jordan

- Responsible for successfully delivering the community policing component for two UK funded projects in Jordan.

**Director** – Public Achievement Northern Ireland – 2015 – 2016

- Board member of a large charity specialising in mediation and conflict resolution throughout Belfast.

**Senior Public Order Commander** - 2013

- Assisted in the design of national public order training for UK officers deployed in support to the G8 Conference in Northern Ireland. Senior commander on the ground in Belfast throughout the substantial related policing operation.

**Police College Commandant**- Police Service of Northern Ireland - Belfast - 2012–2013

- Managed the functionality of the police college and designed and delivered the first level 5 university accredited recruit training programme in the UK in partnership with the University of Ulster.

**Superintendent Service Delivery and Community Safety** – 2011 -2012, PSNI South Region

- Policing and Community Safety Champion designing and delivering in partnership bespoke programmes and projects including counter terrorism security coordinator.

**Operations Manager and Superintendent - 2009 -2011** - PSNI Operational Support Department

- Specialist Firearms Response, Close Protection and Public Order Commander for Northern Ireland, commended by David Cameron for his leadership during serious public disorder in North Belfast.

**Senior Project Manager** – PSNI HQ, Belfast, Change Management Unit - 2007 – 2009

- Designing and implementing strategic change process increasing organisational efficiency and effectiveness, reporting to the senior leadership team and Chief Constable.

**Police Service** – Royal Ulster Constabulary, Police Service of Northern Ireland – 1982 to 2013 – various ranks to the rank of Superintendent and including the Northern Ireland Police Training College Commandant. Relevant international collaborative experience as the security adviser for EU projects during 2010 -2015.

**Education**

- 2012 – University of Greenwich – Certificate, Cyber Threats to Physical Security
- 2012 - University of Liverpool, Certificate, Event Management and Safety
- 2000 – 2001 – University of Ulster - Advanced Certificate in Community Safety
- 1997 – 2001 – University of Ulster – BA (Hons) Public Policy and Management
- 1997 – 1998 – Canterbury University - Certificate in Post Compulsory Education
- 1995 - 1997 – ScotVec – HNC Police Studies

**Awards**

- Highly commended and commended for bravery and good police duty on 13 occasions
- Fellow of the Chartered Management Institute
- International Association of Chief Police - Community Policing Award

## Chris Chant

### Role: Programme Adviser

Chris Chant is a justice and security sector reform and international development practitioner with 12 years' experience of programme design and delivery gained both in government and consultancy. As Integrity's Head of Implementation, he is **responsible for developing and assuring methods and approaches for project delivery**. Chris has a track record of designing **innovative, problem-driven programmes to deliver UK government funded security & justice sector reform** and international development capacity building programmes overseas. This includes the design of DFID's largest cross-sector justice reform programme in Pakistan and targeted interventions to improve DDR initiatives in Somalia for the CSSF. His **programming experience in fragile and conflict-affected contexts** includes delivery in Nigeria of the UK government's first overseas initiative to counter modern slavery. From 2017-2018 Chris was the programme manager for a flagship CSSF funded project to support the Federal Government of Somalia to successfully rehabilitate defectors from al Shabab. He was also an advisor to CSSF's police reform programme in Mogadishu. He is currently the Programme Director for Integrity projects which are providing direct support to the British Embassies in Cairo and Islamabad to design and deliver their CSSF portfolios.

### PROFESSIONAL EXPERIENCE

**Head of Implementation** – Integrity– June 2018 to present, UK.

- Responsible for developing and assuring methods and approaches for project delivery.
- Project Director of a Global DFID Migration Programme, operating in West and North Africa.
- Project Director of the CSSF's Egypt Stability Programme.

**Project Director** – Support to the Egypt CSSF Portfolio - FCO – August 2018 to Present, Egypt and UK

- Strategy development and oversight of a programme delivering capacity building to HMG's CSSF portfolio.
- Design of ad hoc rapid research to develop an evidence base for new programming

**Senior Manager- Justice, Security & Peacebuilding**– Adam Smith International – June 2015 to June 2018, Somalia and UK

- Design and delivery of international development programming in fragile and conflict affected states on behalf of the British Government.
- Programme manager of a security sector reform programme in Somalia.

**Programme Manager** – Defector Rehabilitation Programme - FCO – February 2017 to June 2018, Somalia

- Programme and budgetary management for a flagship £13m HMG security sector reform programme in Somalia. Programme aimed to support the Federal Government of Somalia to manage a facility to rehabilitate defectors from the al Shabab terrorist organisation. Focus technical areas for the programme included education and vocational training, psychosocial welfare and health.
- Technical lead on project components delivering capacity building to Somali security institutions.
- Managed the inputs of a team of 25 international technical experts and local staff.

**Team Lead** – Countering Modern Slavery Programme - Home Office – October 2016 to March 2017, Nigeria

- Programme and budgetary management for a £2m countering modern slavery research project in Nigeria which aimed to reduce the vulnerability of at risk Nigerians to modern slavery.
- Oversaw the activities of a team of international researchers and locally engaged enumerators who were undertaking work to increase HMG's evidence around this significant issue.
- Responsibility for the project's engagement with HMG and Nigerian government stakeholders and reporting to Whitehall customers.

**International Development Programme Design** – Adam Smith International – June 2015 to October 2016, UK

- Included the design of a £22m cross sector justice reform programme in Pakistan on behalf of DFID, and the 2018-2021 phase of the FCO's Defector Rehabilitation Programme in Mogadishu.

**Political Adviser** – Government of Canada – May 2013 to May 2015, Canada

- Provision of policy advice and political analysis to senior Canadian government and civil service stakeholders.

**Crown Servant** – UK Government – September 2006 – May 2013

- Various policy and delivery roles focused on national security, foreign affairs, defence and policing, as well as posting as Private Secretary to the Security Minister. Deployments in Cabinet Office, Home Office, Northern Ireland Office and Ministry of Defence.

**Education and Training**

- 2015 – Canadian Government Foreign Service Institute – Multilateral negotiations
- 2011 – UK National School of Government – Foundation in Project Management
- 2006 – University of Bristol, UK – BSc in Political Science

## Ann Collins

### Role: Human Resources Management Adviser

Ann has over **25 years' experience providing strategic Human Resources support to facilitate institutional reform** in UK Government departments and **build local capacity in fragile states and post conflict environments**.

Ann has delivered human resource systems analysis, built performance management systems, and advised on the training and development of staff. She is currently the HR Adviser for the CSSF's Somalia Defector Rehabilitation Programme where she provides HR advice as well as organisational reform and change management support to the Federal Government of Somalia. She has provided HR advisory services for HMG programmes in the Middle East as well as across Sub-Saharan Africa.

## PROFESSIONAL EXPERIENCE

**Human Resources & Civil Service Reform Adviser** – Public Resource Management Programme - DFID – August 2017 to present, Somalia

- Providing advice and support to four Somali Federal Member States in the areas of HR and development to support of the development of Civil Service Commissions within Somalia
- Developing and delivering a change management programme to facilitate institutional reform and align recruitment plans with strategic plans.

**Human Resources Management Adviser** - Rehabilitation Support Programme - FCO – August 2017 to present, Somalia

- Provision of HR management advice to the Somali government to support local capacity to manage al Shabaab defector rehabilitation services. Provided a strategic review of management structures and supported a pay review.
- Developed and delivered human resources management workshops to senior Somali civil servants.

**Organisational Development Adviser** – Social Protection Programme - DFAT – July 2015 to May 2017, Indonesia

- Provided continuous support to institutional change management processes, including review of internal organisational communications protocols and the development of first ever guiding principles for institutions.
- Provided a full training needs analysis leading to the development and implementation of full training plans.

**Organisational Development Adviser** – Nigeria Infrastructure Advisory Facility - Ministry of Power Organisational Support - DFID– April 2012 to May 2015, Nigeria

- Developed human resources capacity needs analysis implemented capacity strengthening plans.
- Developed, implemented and supported change management processes.
- Reviewed senior management structures and incentives and developed job descriptions and key performance indicators.
- Worked with the HR Director to review procedures and provided a strategic report with recommendations to improve the work of the HR department



**HR & Organisational Development Adviser** – Public Sector Development Programme - DFID – May 2009 to May 2012, Palestine

- Worked with the Ministry of Planning to review HR practices, leading to the development of high-quality policies and procedures.
- Carried out a capacity assessment across the Ministry and provide advice and guidance on implementing reform.
- Developed and delivered training and development programmes.

**Civil Service Reform & HR Adviser** – Strengthening Policy Management and Administrative Effectiveness in the Office of the President of Afghanistan - DFID – April 2003 to March 2009, Afghanistan

- Advised on the design and implementation of a unified HR policy.
- Carried out organizational effectiveness review in support of local police reform activities.

**Civil Service Reform & HR Adviser** – HR and organizational review of the Ministry of Counter Narcotics - FCO – April 2003 to March 2009, Afghanistan

- Supported the design, drafting and implementation of a single, unified HR policy for the Ministry.
- Designed mechanisms to strengthen the links between pay, performance, workload and responsibility
- Introduced transparent HR policies including open, effective and transparent recruitment policies and performance measuring systems and performance management tools

**Civil Service Reform & HR Adviser** – Human Resources Policy and Capacity Building Project - DFID – January 2005 to April 2005, Iraq

- Provided HR advice and support to the Council of Minister's Secretariat (COMSEC) and the Prime Minister's office in Iraq as part of emergency public administration programme.
- Conducted a comprehensive mapping exercise for posts across COMSEC, developed strategic plans for future growth and staffing levels, and developed job descriptions.
- Wrote a human resource management manual for use within the COMSEC with a view to securing wider publication and being a best practice guide for use across government.

**Head of Human Resources** – UK Prime Minister's Office – February 2000 to March 2003, UK

- Responsible for skills assessment, development and training across the office, including an organisation wide needs analysis.
- Provided job evaluation service across all grades
- Managing and investigating conduct and discipline cases
- Provided advice and guidance to managers, arranging in house training and responsible for the delivery of a range of training events.
- Management of the review for Investors in People accreditation.
- Management of a change programme due to service delivery changes across the UK Government.

**Education and Training**

- Ongoing – Open University, UK – BSc Psychology

## Kathryn Lockett

**Role: Gender & Conflict Adviser**

Kathryn is a **conflict and gender sensitivity advisor with 20 years' experience** of working towards gender equality, empowering women and girls, and tackling Sexual and Gender Based Violence (SGBV) in fragile and conflict affected geographies. She is an experienced writer, trainer, researcher, team leader and project manager with a proven track record in successfully managing complex programmes of work, including effective team and partnership management. **Kathryn has produced a range of guidance notes and toolkits for the CSSF and wider UK government to support the integration of gender, SGBV and conflict sensitivity into their programming.** Over the course of her career, Kathryn has worked with grassroots NGOs, INGOs, government and multilaterals to provide technical advice, support capacity building, train staff and to review, develop and assess new policies and innovative programmes to support vulnerable communities.

### PROFESSIONAL EXPERIENCE

**Senior Gender, Conflict and Stabilisation Adviser** – UK Stabilisation Unit– October 2014 to present, Global

- Authored and updated a new Issues Note to provide guidance to UK governmental staff on 'Integrating Gender into Conflict Analysis': *March 2015*
- Responsible for developing and assuring methods and approaches for project delivery. Author of new HMG Guidance Note on Gender and Serious and Organised Crime: *March 2019 – present*
- Senior Researcher and Author – Transnational Organised Crime: 21<sup>st</sup> Century Trends report: *March 2019 – present*
- Course Facilitator and Trainer for the regular HMG Course on Gender, Conflict and Stability (Women, Peace and Security), including delivering sessions on Gender and VE; and Programming on SGBV.
- Trainer on integrating gender into programming for HMG staff at the SU Security and Justice Courses; Conflict, Stability and Security Courses; and CSSF Lessons Conference: *July 2016 – February 2017*
- Bespoke courses also designed and delivered to the UK military and PSOPs in Canada and for CSSF staff in Nairobi, Kiev, Islamabad, Istanbul: *November 2014 – present*
- Co-author of new SU Issues Note on Gender and Conflict Sensitivity to provide guidance and case studies to HMG staff on how to integrate gender and conflict sensitivity: *March 2016*
- Lead Trainer – Gender and Migration training for FCO and Turkish Government Officials in Ankara: *Jan – Feb 2019*
- Author of new Guidance Note for HMG staff on how to implement the UK National Action Plan on Women, Peace and Security Strategic Outcome on Preventing and Countering Violent Extremism (VE): *October 2018 – Feb 2019*
- Team Leader for the Gender Audit of HMG's CSSF programmes in Western Balkans, Eastern Europe and Central Asia, including a focus on reviewing programming on conflict-related sexual violence (CRSV): *January – July 2018*
- Gender, Conflict and Stabilisation Adviser to the Counter-Daesh Strategic Communications Cell: *July – August 2017*
- Team Leader for the Gender Audit of HMG's CSSF Africa programmes: *September – December 2016*
- Assessment of HMG's Security and Justice training course and reworking material to better integrate gender throughout the course: *March 2016 – October 2016*
- Provision of remote technical support to HMG Afghanistan to support them with integrating gender into their CSSF programmes: *January 2016 – March 2016*
- Written and technical inputs into a new Good Practice Guide for integrating Gender into CSSF programming: *July – October 2015*
- Authored a new Issues Note on 'Gender, Conflict and Security' for UK government staff: *September - October 2015*

**Gender Adviser** – Provision of M&E Services for the CSSF East Africa – January 2017 to September 2018, East Africa

- Provided technical advice and hands-on support on mainstreaming gender, including a focus on preventing and countering violent extremism, security sector reform programming, integrating gender into M&E systems

**Associate Gender Adviser** – British Council – April 2016 to March 2018, UK

- Provided technical support on VAWG programme development, delivering gender training, production of toolkits and ‘Women’s Agency in Violent Extremist Contexts’ Report.

**Gender Adviser** – ADD International – December 2015 to March 2016, Cambodia

- Conducted a situational analysis and facilitation of participatory workshop to develop the Theory of Change and programming to tackle Violence against Women and Girls (VAWG) with disabilities.

**Social Development Adviser (lead on Women, Peace and Security)** – DFID – October 2013 to October 2014, UK

- Led DFID’s new UK National Action Plan on WPS / UNSCR 1325 with the UK Foreign & Commonwealth Office & Ministry of Defence.
- Developed a new joint intervention framework (or Theory of Change) for cross-government WPS activities, mapped and further developed DFID WPS programming and established a cross-department workplan.
- Wrote Ministerial briefings and speech for launch of Plan at the Preventing Sexual Violence Initiative (PSVI) Global Summit.
- Worked with 6 DFID country offices (DRC, Somalia, Myanmar, Syria, Libya, Afghanistan) to develop the UK National Action Plan Implementation Plan. Developed an M&E framework for the Plan, which included assessing staff knowledge on WPS.
- Built staff capacity: Oversaw and disseminated new research & guidance for HMG staff on WPS and gender-sensitive peacebuilding / statebuilding, organised and facilitated trainings.

**Social Development Adviser (lead on Violence against Women and Girls)** – DFID – October 2011 to October 2013, UK

- Provided technical advice and capacity support to DFID Whitehall and Country Office teams that supported a 63% increase in the number of DFID supported VAWG programmes over two years.
- Supported the development of a new £25m VAWG Research and Innovation Fund, a new £35m global campaign to end FGM/C, Foreign Office PSVI, a UN Women programme on WPS and a new NGO programme to tackle acid-violence.
- Conducted training needs assessment and then conceptualised, oversaw and led on the development of a new VAWG Helpdesk for UK Government staff to support programme and policy development.
- Oversaw and provided technical and written inputs for 4 new guidance notes for staff on tackling VAWG, including the DFID Theory of Change on Tackling VAWG, and guidance on community-level programming (including engaging with masculinities) and Security & Justice.

### **Education and Training**

- 2005 – School of Oriental and African Studies, UK – MSc (merit) in Violence, Conflict and Development
- 1998 – University of Leeds, UK – BSc (honours) Psychology

## **Sarah Raslan**

### **Role: RMEL Lead**

Sarah is a senior Monitoring, Evaluation and Learning professional. A fluent Arabic speaker, for the past eight years she has been **providing strategic support in the design and implementation of M&E systems and tools for security and justice programmes across the Middle East.** Sarah is experienced in **developing logical frameworks, designing data collection tools, conducting impact assessments to streamline activities, and integrating systems to enable programmatic learning** to better reach target beneficiaries. Having worked extensively in fragile and conflict-affected contexts, she is experienced in leading teams through an adaptive and remote management approach. As Senior MEL Expert on Independent Monitoring Iraq (IMI) for the **CSSF/DFID, Sarah led on the design of the M&E framework and quality assurance of the monitoring activities.**

### **PROFESSIONAL EXPERIENCE**

**Deputy Team Lead** – Syrian Independent Monitoring/DFID– March 2019 to present, Syria

- Oversee the implementation of the methodology and deliverables, collecting lessons of experience and incorporating them in methodological and programme design upgrades.
- Train teams on the methodology and its upgrades, checking their understanding, and taking the appropriate corrective measures to maintain a unified approach while monitoring and assessing.
- Lead on the design and drafting questionnaires that elicit responses on how change happens, and of report deliverables summarising findings and recommendations on to improve delivery.

**Senior MEL Expert and Output 1 Lead** – Independent Monitoring Iraq/CSSF – June 2017 to March 2019, Iraq

- Oversaw work process, methodology implementation and timely delivery
- Managed engagement with DFID/CSSF project managers and all Implementing Partners
- Reviewed IP programme documents and logframes, designed research and monitoring tools, oversaw monitoring visits, and draft IP assessment reports submitted to donor – 24 successfully completed.

**Research, Monitoring and Evaluation (REM) Manager** – Sub-national Governance Programme/British Embassy Baghdad – January 2017 to January 2018, Iraq

- Led on the design of the project M&E Framework and supported project strategy and implementation
- Managed the project baseline assessment
- Drafted assessments measuring project performance against the logframe and the M&E framework

**Research, Monitoring & Evaluation Consultant** – Syria Essential Services Programme – December 2016 to July 2017, Lebanon

- Led research task orders and evaluations for governance and education programmes.
- Designed methodologically rigorous research tools and conducted qualitative data analysis.
- Managed research team and trained them on research methods.
- Produced concise findings and effective reports that fed directly in overarching programme plan.

**Research, Monitoring & Evaluation Manager** – Governance through Education Programme – February 2016 to December 2016, Turkey/UAE

- Designed logical framework to incorporate activities, goals, and research methodologies.
- Led and trained a team of researchers and managed research for impact assessments, stakeholder, political economy, and social inclusion reports.
- Drafted feedback loops to improve programme design and planning.
- Developed baselines, feasibilities, and a range of information products for external/internal audiences.

**M&E Coordinator and Area Manager** – Access to Justice and Community Security Programme/FCO, US Department of State and Danish Government – September 2014 to July 2015, Turkey/remote work

- Oversaw and contributed to design of monitoring and impact assessments looking at programme medium and long-term aims.
- Reviewed and monitored programme logical framework and ensured that activities were in line with set goals.
- Drafted impact reports and participated in client learning workshops on data findings and recommendations.
- Managed and trained team of researchers and analysts to carry out five cycles of qualitative and quantitative data collection, analysis and report writing.

**Researcher and Analyst** – Syria Conflict Pool/FCO, MOD, DFID – November 2013 to September 2014, Lebanon/UK

- Conducted qualitative research to produce four policy papers, conflict mapping, and engagement strategies.
- Evaluated and provided timely, objective and comprehensive decision-support analysis.
- Responded to ad-hoc report requests on important security, justice, and civil society issues in Syria.

### **Education and Training**

- 2009 – School of Oriental and African Studies, UK – MSc in Violence, Conflict and Development
- 2008 – American University of Beirut, Lebanon – BA in Finance