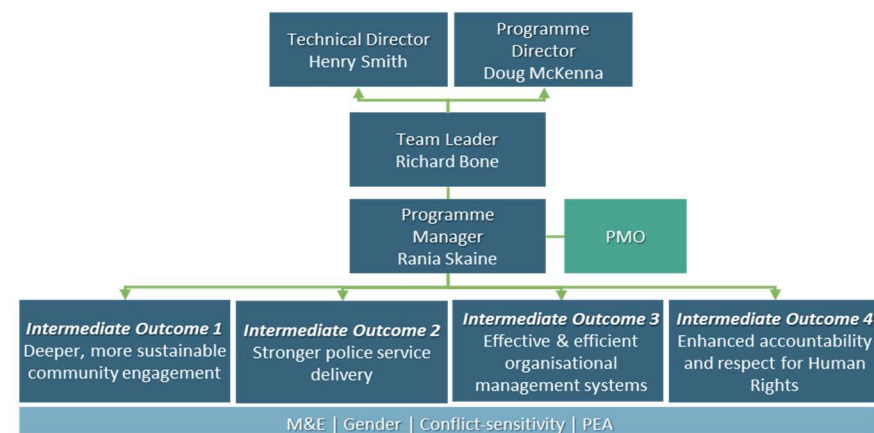


Detailed and Integrated Approach. Our *blended* delivery team is *comprehensive* and *diverse* in skillset and comprises experts from across our consortium, which includes **B&S Europe** and **First Call Partners**, as well as leading Lebanese research firm, **REACH Research & Consulting**, and **ABAAD for Gender Equality**, a non-profit, non-political, non-confessional organisation that has been working with the ISF since 2017, delivering training and advice aimed at ensuring proper implementation of Law 293 related to domestic and sexual violence, and maintaining proper referral pathways. As further evidence of our acknowledgement of the need to promote better human rights practices in security sector reforms (SSR), and as a mechanism for ensuring we are held to account, we have also engaged the support of **ALEF Liban Act for Human Rights**, an independent, non-governmental, non-partisan, non-religious, and non-profit organisation that seeks to strengthen the respect and fulfilment of human rights as a cornerstone of social, economic, and political development. ALEF recently published a paper on Human Rights in SSR which exposes the various challenges to the success of a human rights framework in SSR in Lebanon; ALEF also conducted a review of the ISF Code of Conduct following its release in 2012. Our consortium is further supported by **Social Development Direct (SDD)**, who will be providing external objective support on our programme design in relation to Women, Peace and Security and disability approaches.

Together, our consortium will provide the British Embassy in Beirut (BEB) with a core team of full-time experts and managers with *over 100 years' collective experience* of working in Lebanon and across the Middle East. This includes top-level leadership and strategic direction from our Senior Programme Director, **Doug McKenna** – Director of Security and Justice at Torchlight and a former senior police leader who *serves as Senior Justice and Human Rights Partnership (JHRP) Advisor* on our CT mentoring and investigations programmes for HMG in Lebanon – and **Henry Smith**, our Technical Director who has worked extensively to improve the ability of Lebanese SSAs to engage with, and respond to, the needs of communities, including as Team Leader on a multi-year, EUR 2.5M programme of support described by the EU Delegation as its most innovative security cooperation programme in Lebanon. Delivery will be led by Team Leader **Richard Bone**, a former UK Police Officer with extensive experience of leading complex SSR programmes in fragile environments, including as Programme Manager for the UK Government's Counter-Terrorism Prosecutorial Reform Initiative (CAPRI) in Pakistan between 2013-14. Richard will be supported by our Programme Manager, **Rania Skaine**, who manages the EU-funded ISF capacity building project in Lebanon and enjoys strong and trusted relationships with each of the main SSAs, and **Rachel Douaihy**, our Lead Community Safety Partnership (CSP) Coordinator



who has supported the EU-funded 'Promoting Stability in Lebanon through Community Engagement and Dialogue' project, which included facilitating meetings and workshops between communities and actors from across the Lebanese SSAs to identify security concerns and design responses through CSP projects.

Our four outcomes will be led by experienced experts in their relevant fields. **Intermediate outcome 1** will be led by **Jaqueline Gold**, a Community Police expert with 28 years' experience in the British Police force and in fragile and conflict affected states (FCAS). She has successfully designed projects to drive conflict sensitive Community Policing, Building Trust and Confidence, and dealing with gender and sexual violence. Jaqueline will be supported by our SMEs, including **Trevor Service** who has been *delivering community policing training courses to the ISF in Aramoun for the past 2 years*. **Intermediate outcome 2** will be led by **Willie Semple**, a former senior UK police officer and senior investigating officer (SIO) with over 30 years of operational and strategic leadership experience in areas including major criminal investigation, intelligence and community policing. *Willie has worked closely with the ISF and other SSAs as the Senior CT Investigations Advisor and Mentor on a recent project for the BEB and enjoys a strong reputation among key stakeholders*. **Intermediate outcome 3** will be led by **Ben Carter**, an expert in fast-track development with extensive and varied experience in systems approaches to root cause analyses between tactical and strategic issues. Ben has led a wide range of organisational change management projects on behalf of HMG and commercial clients across the world and will be supported by **Gerson Bergeth**, an experienced IMS specialist who has designed innovative solutions on behalf of HMG, technology firms and the UN. **Intermediate Outcome 4** will be led by **Tonita Murray** who has 16 years' experience in FCAS as a Senior Advisor to police forces, Ministries and as Team Leader of complex institutional change programmes. Working closely with the ISF, the MoI and community leaders to drive more transparent police performance, greater responsiveness and compliance with human rights she will support the ISF to drive both internal and external accountability.

Adding significant additional value to our proposal, we have engaged the support of a cadre of former senior SSA officers to serve as Senior Advisors and sit on our HLSC: retired brigadier-generals **Joseph Douaihy** (ISF), **Bassam Boutros** (LAF), and **Dany Fares** (GS) each have over *30 years' experience in the Lebanese security sector* and are expertly placed to provide an unparalleled level of understanding and insight into the challenges faced by each of their former patron agencies, as well as supporting the process of inter-agency collaboration and building and securing buy-in at a senior leadership level. Joseph was formerly Commander-in-Chief of the Gendarmerie Unit of the ISF, as well as Mount Lebanon and Beirut regions. Bassam has held a range of senior positions within the LAF, including as Head of the Military Cabinet and Defence Attaché to France, and Dany Fares spent 13 years in General Security and 20 years in the LAF and has held a wide range of positions in both agencies, as well as chairing a variety of specialist committees and sub-committees, including on the use of biometrics, border security and CBRN Response.

Project Management. Our approach to programme management is based upon our extensive experience of delivering complex programmes in challenging environments. These methodologies are grounded in APMP and PRINCE 2 and are specifically developed for delivering HMG programmes in FCAS. As detailed in Section 1.2.1, Torchlight fully understands and accepts the responsibilities it bears for employees and subcontractors engaged on this programme. These obligations are taken seriously and with 8 years’ experience, including the safe delivery of over 29,000+ days supporting institutional change and organisational development, we have developed clear management processes and response procedures to ensure we address these responsibilities effectively. **We will ensure that all staff will be treated equally and fairly**, with all staff being under the umbrella of Torchlight’s duty of care, with a range of measures to ensure emotional and welfare support (see section 1.2.1), equality (Torchlight’s Equality and Diversity Policy available upon request) and paid as per the code we have undertaken being a signatory to the Chartered Institute of Credit Management’s Prompt Payment Code.

Capacity for flexibility, including uplifts and downsizing of the project team. Through over five years of experience delivering projects in Lebanon and significant additional experience of operating in other challenging environments, we understand the need to maintain a flexible approach to programme delivery. With a core delivery team of 20 people, supported by a network of over 700 specialists from across the consortium, including the added value of established local Lebanese partners, we have the ability to access wider professional technical expertise in a timely manner on this programme, and the capacity to manage and deliver multiple programmes concurrently, whilst still maintaining quality and minimising the administrative burden on the Authority. Within the programme team, the skills and experience of each expert and advisor proposed are *diverse, integrated* and *complementary*. As such, there is agility to flex, surge and contract the different functional elements of the programme and its division of responsibility as necessary or desirable, reflecting requirements, absorption capacity and security. In addition to our full-time employees, **should we need to upsize**, we can draw on the large network of high calibre international and Lebanese security and judicial sector subject matter experts we have worked with on previous projects; **should we need to downsize**, all our associate contracts include break clauses which allow us to quickly terminate engagement. Similarly, on the programme management side, should additional capacity be required, we have four programme management staff based across the region who can be drafted in at short notice. A sample skills matrix is provided below with full CVs for key staff provided in **Annex A**. All primary functions have been staffed; candidates for bespoke roles such as local coordinators from the regions we will be operating in or specialist technical experts have been identified but will be selected in the course of the Inception Phase based on the outcome of our Functional Needs Analysis to ensure maximum benefit to the ISF and HMG.

Name	Role	Complex Environments	Lebanon Experience	Working with ISF/SSAs	Change Management	Community Policing	S&I Reform & CapDev	Policy / Doctrine & SOPs	Training & Assurance	Resource Management	Inter-Agency Coord	IHL and Human Rights	Procurement	Needs Analysis	CT Legislation	Media & StratComms	Public Relations	Stakeholder Analysis	PDIA	Gender Equality	Conflict Sensitivity	Political Economy	CV (Annex A)
Mark Smith	Policing Doctrine Expert	✓			✓		✓	✓	✓			✓		✓	✓						✓		✓
Tony Hulton	Inter-Agency Coordination Lead	✓	✓		✓		✓			✓	✓	✓		✓				✓	✓	✓	✓	✓	✓
Misbah Mokaddem	Inter-Agency Coordination Support	✓	✓	✓	✓		✓			✓	✓	✓		✓				✓		✓			✓
Simon Creasey	Community Policing Training Development	✓			✓	✓	✓		✓	✓		✓		✓						✓	✓		✓
Simon O’Brien	Strategic Police Advisor	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓					✓	✓		✓
Imad Salameh	PEA & Conflict Advisor	✓	✓	✓	✓		✓					✓						✓	✓	✓	✓	✓	✓
Shelley Deane	PDIA & GESI Advisor	✓	✓	✓	✓	✓	✓					✓						✓	✓	✓	✓		✓
Steve Tilley	Training & Assurance Expert	✓	✓		✓		✓	✓	✓				✓	✓				✓		✓	✓		✓
Chris Webb	Public Relations & Communications	✓			✓		✓				✓					✓	✓	✓	✓	✓	✓	✓	-
Hani Shehadeh	Civil Engineering Expert	✓	✓	✓	✓								✓	✓						✓			-
Renato Raggi	Human Rights Expert	✓	✓	✓	✓		✓		✓			✓		✓	✓				✓	✓	✓		✓
Trevor Service	Neighbourhood Management Expert	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓			✓	✓	✓	✓	✓		-
Riwa Saliba	Senior Finance & Admin Coordinator	✓	✓	✓				✓	✓	✓			✓	✓			✓			✓	✓		-

Douglas McKenna

Programme Director



SUMMARY

Douglas is a senior international development programme director with extensive experience in criminal justice sector improvement and institutional reform. A former senior police leader with significant experience in serious and organised crime, CT investigations and prosecutions and crisis management, Doug possesses evidenced skills across the full range of strategic and operational planning, political and stakeholder engagement, programme design and implementation, monitoring and evaluation. Doug is highly experienced in managing and leading complex multi-disciplined workforces, working within a complex stakeholder environment delivering measurable impact through programmatic interventions. As Director of Security and Justice at Torchlight, Doug is responsible for the governance and effective delivery of a broad range of security and justice reform programmes across the globe. These programmes centre on developing institutional and organisational change within the various Criminal Justice pillars, often concentrating on Counter Terrorism or Criminal Justice more broadly. He also serves as a Senior Justice and Human Rights Partnership (JHRP) Advisor on our CT mentoring and investigations programmes in Lebanon. Doug previously spent two years as the Head of Counter-Terrorism (CT) within the British High Commission in Islamabad, which included leadership of the UK's flagship CT Prosecutorial Reform Initiative (CAPRI), working with Pakistan's political and administrative leaders to deliver comprehensive change within Pakistan's police, forensic science providers and federal and provincial prosecution services.

EXPERIENCE

September 2015 – Present *Director, Security & Justice, Torchlight, UK*

Doug is responsible for the governance and effective delivery of a broad range of Security and Justice programmes across the globe. These programmes centre on developing institutional and organisational change within the various criminal justice pillars, often concentrating on counter-terrorism or criminal justice more broadly. Doug is highly experienced in working within a complex stakeholder environment delivering measurable impact through programmatic interventions.

July 2013 – July 2015 *Head of CT, British High Commission (FCO), Islamabad*

Doug was the Programme Director for all CT-related programmes in Pakistan. This included the CAPRI Programme, the UK's flagship CT programme working to support institutional change across the CT specific criminal justice system and the EU Funded Forensic component of CAPRI supporting the development of the PFSA, Lahore. Doug established the Forensic Coordination Group of International Donors and led the UK-Punjab Provincial Working Group, as well as being an integral member of the UK-Pakistan Federal Joint Working Group on CT.

September 2002 – December 2011 *Head of Investigations, Commander, New Scotland Yard – CT Command (SO15)*

Responsible for seven hundred staff and leadership and governance of all operational activity. This encompassed Counter Terrorism, War Crimes, Official Secrets Act and politically motivated homicide. Responsible for financial planning, I.T. and Estate Strategies. Accountable for effective and efficient deployment and utilisation of resources, leading a multi-skilled workforce within a disciplined environment. Represented Police Counter Terrorism on a range of cross government forums. UK CTLO to South East Asia (2006-09).

January 1980 – September 1999 *Various Roles, Metropolitan Police Service – National Crime Squad*

SKILLS

- ▶ Significant experience directing and providing oversight to multi-year programmes across the world.
- ▶ Previously Head of Investigations – Counter Terrorism Command, New Scotland Yard; responsible for the governance of all CT Investigative activity.
- ▶ Leadership and management of a large multi-disciplined workforce encompassing all investigative units.
- ▶ An accredited SIO with unparalleled experience in this field.

QUALIFICATIONS

LinCT (NPIA and Harvard University)
Leadership in Counter Terrorism

Wolfson College, Cambridge University

Post Graduate Study in Criminology and Police Management

ADDITIONAL INFORMATION

UK Security Clearance (SC)

Awarded Queen's Police Medal for Services to Policing

Henry Smith

Technical Director



SUMMARY

Henry is a practitioner with almost 25 years' conflict prevention and peacebuilding experience in Europe the Middle East and North Africa (MENA) and Sub-Saharan Africa. He has extensive knowledge and experience of designing, implementing and evaluating security and justice, security sector reform, stabilisation, local resilience and community security programmes for HMG. Henry has a wide network of contacts in governments, international organisations and NGOs. He has proven leadership, programme management and advisory capability in the government and non-government sectors. Henry is Team Leader for a multi-year, EUR 2.5M programme of support in Lebanon which aimed to improve the ability of Lebanese security agencies to engage with, and respond to, the needs of communities. This programme is described by the EU Delegation as its most innovative security cooperation programme in Lebanon and demonstrates Henry's comprehensive understanding of the Lebanese context.

Henry has extensive M&E experience, including in the development and evaluation of theories of change, results-based frameworks, programme design and evaluation. Henry regularly conducts lessons learned processes across the world, undertaking over 15 such exercises over recent years (in Jordan, Lebanon, Iraq, Nigeria, Somalia, Ukraine, Tunisia, Libya and Syria amongst others). Henry is familiar with working with different research strategies and methodologies, including commissioning large-scale quantitative surveys, qualitative data collection through interviews and focus groups and designing and undertaking literature reviews. He is very familiar with working on sensitive issues and can demonstrate discretion through his work supporting programme development and M&E in a range of NSC priorities, including Nigeria, Syria, Iraq and Libya.

Prior to First Call Partners, Henry worked as a Civil Servant and can demonstrate a comprehensive understanding of the formulation of policy and programmes within HMG. This experience enables him to bridge the gap between gathering findings and translating them into HMG policy frameworks. Whilst working in government, this included leading the design of large-scale HMG conflict, stabilisation and security programmes in countries including Libya, Iraq, Syria and Yemen. This entailed close involvement in policy development, drawing on all available internal and external analysis and translation of policy outcomes into workable programme responses.

EXPERIENCE

2017 – Present

Director, First Call Partners, UK

Director of a conflict, security and justice consultancy specialising in scoping, design, monitoring and evaluation in fragile and conflict-affected states. Current work includes political economy analysis, governance, security and justice, design, delivery and M&E. Henry specialises in MENA with recent work including advising the UK FCO on Southern Syria Stabilisation Planning.

2017

Senior Conflict Advisor, UK Government, Iraq

As the Senior Conflict Advisor for the UK Government, as well as being the Lead for Iraq Joint Assessment of Conflict and Stability and a member of the DFID Iraq Senior Management Team, Henry advised the UK Government team on conflict issues including stabilisation, security and justice and violent extremism to inform ex-HMG policy and programme decisions.

2016

Senior Advisor, UK Stabilisation Unit

As a Senior Advisor for the UK Stabilisation Unit (SU), Henry was Course Director for the HMG Security and Justice course and lead advisor on stabilisation issues for Syria and Iraq. His work included leading the development of the UK's

SKILLS

- ▶ Recent and relevant UK and Lebanese security experience, including community engagement.
- ▶ Proven track record of designing, implementing and evaluating security sector reform, stabilisation, local resilience and community security programmes.
- ▶ Strong experience of policy and programme formation, with the ability to bridge the gap between findings and policy design.
- ▶ Clear and concise report writing and briefings both internally and to external groups and UK Government.

QUALIFICATIONS

University of Bradford

PhD – Department of Peace Studies
Thesis focused on the inter-linkages between small arms control and disarmament and peacebuilding processes

MRes – Department of Peace Studies

University of Sunderland

BSc – Environmental Science

ADDITIONAL INFORMATION

UK Security Clearance (DV)

SAFE Training

approach to improving local security management in Iraq; and leading UK engagement with the UN to establish its Syria stabilisation planning capacity, and led the process to identify security and justice priorities and promote civ/mil coherence in Syria.

2015

***Head of Security & Justice Group & MENA
Lead, UK Stabilisation Unit***

Overall responsibility for the SU Security and Justice work including leading on DDR, security sector stabilisation and capacity-building for the SU; managing the senior advisory team, had SMT responsibility for SU MENA work and was the lead advisor for Iraq, Syria and Libya.

2012 – 2015

***Senior Security & Justice Advisor, UK
Government***

Lead advisor on the MENA region, including designing large post-war programmes for Syria and Libya. Led programme design or review teams in a range of countries including Yemen, Libya, Syria, Tunisia, Iraq and Afghanistan on conflict and S&J issues. Lead for security sector stabilisation and international policing, writing HMG guidance on both.

2015

***Head of Security & Justice Group & MENA
Lead, UK Stabilisation Unit***

Overall responsibility for the SU Security and Justice work including leading on DDR, security sector stabilisation and capacity-building for the SU; managing the senior advisory team, had SMT responsibility for SU MENA work and was the lead advisor for Iraq, Syria and Libya.

2012 – 2015

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Lead advisor on the MENA region, including designing large post-war programmes for Syria and Libya. Led programme design or review teams in a range of countries including Yemen, Libya, Syria, Tunisia, Iraq and Afghanistan on conflict and S&J issues. Lead for security sector stabilisation and international policing, writing HMG guidance on both.

2002 – 2007

Executive Director, SaferWorld

Responsible for the overall direction and leadership of the organisation, with over 100 staff and an income of GBP 9M. Covered organisational development, including a 3-year organisational strategy and annual business plan, overseeing the development and maintenance of recruitment, fundraising and financial systems.

2002 – 2007

***Head of Asia and Europe
Department and SMT member,
SaferWorld***

Established programmes in conflict reduction and security and justice in various countries; senior external representation roles with media, governments and other NGOs/UN; senior management responsibility for corporate governance.

Richard Bone

Team Leader



SUMMARY

Richard is a highly experienced Team Leader, Security Sector Reform (SSR) and Rule of Law professional who has worked extensively as project and programme designer and manager to deliver assistance to police and security institutions in FCAS. Richard has successfully adapted and delivered bespoke institutional change projects where he has had to work hand-in-hand with the beneficiary, often having to manage lack of buy-in and ownership from stakeholders. He is highly adept at building and managing relationships and coordinating between donors, international organisations and recipient institutions to find areas for programme collaboration and has excellent analytical and report writing skills. He is familiar with the political and diplomatic aspects of stabilisation and assistance having worked with British Embassies across the globe, as well as DFID, NCA and OGDs.

EXPERIENCE

August 2017 – Present

*Planner & Stakeholder Liaison Officer
Kabul Security Programme, (Stabilisation
Unit DCE Deployment)*

Civilian lead of a military team designing and executing a programme to restore the confidence of Kabul's international community in Afghan Security Forces after several serious terrorist attacks. Ensuring the programme takes into account the needs of citizens of Kabul and city development. Overseeing project implementation, developing risk and security assessment frameworks, policies and SOPs for operations. Improving security force capacity by developing and executing training and mentoring plans. Providing advice and support to senior NATO and Afghan military and police commanders. Developed and continual execute a stakeholder engagement and communication plan. Developing metrics to assess the effectiveness of measures implemented. Securing funding for the programme from international donors, managing funds.

2014 – 2017

*Corporate Investigator, ABB Engineering,
EMEA Region*

Responsible for carrying out confidential investigations into violations of ABB policies, code of conduct and other threats against ABB's business and reputation across the region.

2002 – 2014

*Policing & Security Sector Reform Expert-
Various Locations*

Common Responsibilities in all deployments: Analysing existing capabilities; developing strategies and designing and implementing programs and projects to strengthen policing and investigation capacity. Assessing risks to project success, implementing mitigation measures. Developing governance mechanisms, security policies and SOPs. Training course design and delivery. Developing, maintaining and leveraging networks of senior contacts with law enforcement, security, prosecution authorities and other stakeholders, including embassies. Using these contacts to deconflict activities and ensure opportunities for complimentary activities were fully exploited, especially with regard to training. Identifying appropriate opportunities for the introduction of new technology. Managing contractors, consultants and suppliers. Sourcing funding from donors and budget management. Ensuring the security of project personnel through briefing and security training.

SKILLS

- ▶ Former Police Officer with extensive experience of delivering SSR and RoL programmes in complex environments
- ▶ Extensive experience of leading diverse teams
- ▶ Stakeholder management
- ▶ Certificate in the Law of Armed Conflict, Human Rights and Humanitarian Law (HREA)
- ▶ Conflict and gender sensitive programming
- ▶ Reporting towards Results Framework

QUALIFICATIONS

Leicester University

Master's in Risk, Crisis & Disaster Management

Hong Kong Police Officer Training and Detective Training Schools Graduate

ADDITIONAL INFORMATION

- ▶ Certificate in Business Continuity Management from the Business Continuity Institute, UK

***CAPRI Programme Manager, BHC,
Islamabad***

2013-2014

Managed and oversaw a team of UK Police Investigators and Prosecutors assisting National and Provincial Law Enforcement in Pakistan. Based on lessons learned and reviews refocused the program to core investigation tasks and managed the UK delivered, EU Funded Forensic Science Development Project in Lahore.

Rule of Law Adviser, NATO, Afghanistan

2012 - 2014

Developed and executed a strategy for the transition of counter terrorism operations and investigations to Afghan law enforcement agencies. Developed processes for operations. Created a common understanding across multiple stakeholders, ensured that plans and objectives were realistic and integrated with other stakeholders

***Adviser, EU Police Assistance Mission to
Albania***

2003 - 2009

Over seven years worked to develop the capability of the Albania police and wider justice system to improve security for Albanian Citizens and the investigation of crime. Completed progress and thematic reports for the EU and Embassies. Designed and contracted or executed multiple complex projects, including (not exhaustive):

- ▶ Development of criminal intelligence systems, introduction of a National Intelligence Model
- ▶ Enablement of police and prosecutors to undertake lawful covert evidence gathering
- ▶ Improved biometrics and associated Criminal Records and Border Control Processes
- ▶ Development of a national Financial Intelligence Unit
- ▶ Improved forensic capacity including the introduction of DNA evidence
- ▶ Improving physical security and accountability for bulk seizures of narcotics
- ▶ Training for the investigation of kidnaps, personal and commercial extortion

Rania Skaine

Programme Manager



SUMMARY

Rania is an experienced senior organisational development specialist and Programme Manager with a demonstrated relationship with Security Sector Agencies (SSAs) and civil society organisations (CSOs) in Lebanon. Rania has provided support to public authorities, private sector clients and civil society organisations on a variety of organisational transformation topics and policy frameworks in Lebanon and the region.

Most recently, Rania has been the Programme Manager for an EU-funded project that works to Promote Stability in Lebanon through a Community Engagement and Dialogue Project on behalf of B&S Europe. The project combines security capacity building, civil society training and engagement, communications and dialogue activities. Within this, Rania was responsible for preparing and maintaining project tools, providing strategic guidance on project design, developing and maintaining project and country risk matrices, liaising with SSAs and communities, and managing a diverse team across levels of seniority. Rania was also responsible for financial management including the developing and updating of budgets; partner management where she covered the technical input of clients; and relationship management. She has extensive technical expertise including strategic planning, human resource development, project management, governance and accountability, volunteer management, fundraising and mentoring.

EXPERIENCE

2018 - 2019

Programme Manager – B&S Europe

Programme Manager for an EU-Funded project aimed at Promoting Stability in Lebanon through the Community Engagement and Dialogue Project on behalf of B&S Europe. This includes project management, financial management, partner management, business development and relationship management.

Senior Organisational Development Specialist/Civil Society Organisations Capacity Building Team Leader – Management Systems International

2014 - 2018

Working on the Building Alliance for Local Advancement Development and Investment – USAID Technical Assistance Project in Lebanon. Rania was responsible for the overall management of the capacity building component including the design of the capacity assessment tool, development of action plans for beneficiary organisations, and follow up on the delivery of all capacity building interventions. Other activities including managing team members, contributing to the development of work plans, providing capacity building, perform regular field visits and liaise with potential training institutes.

2017 - 2017

Intern – General Electric Inc.

Worked on business development initiatives for the healthcare industry in the UAE including market research and assessment of the sector.

Senior Consultant – Roland Berger Strategy Consultants

2009 - 2014

Rania worked on a range of projects including: managing a comprehensive organizational transformation and change management programme for a governmental organization in the UAE; designing the operational model for setting up a railway network in Oman; conducting an organizational assessment for a Governmental entity in Qatar and devising a transformation plan; developing a consolidated spending plan as part of a fiscal adjustment programme for the Ministry of Finance in Bahrain, and developing an

SKILLS

- ▶ Extensive technical expertise including preparing and maintaining project tools, including input schedule, workplans and log-frames.
- ▶ Providing and convening strategic guidance on project design, delivery and evaluation.
- ▶ Developing and maintaining project and country risk matrices.
- ▶ Developing and updating budgets, writing financial reports and managing the cash flow.
- ▶ Managing relations with SSAs and donors

QUALIFICATIONS

American University of Beirut

MA in Economics

BA in Computer and Communication Engineering

ADDITIONAL INFORMATION

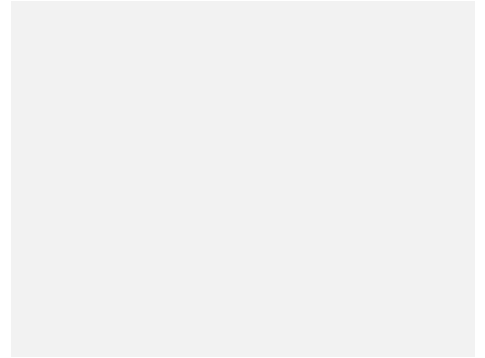
- ▶ Completed 35-hour PMP training course
- ▶ Fluent in English and Arabic; basic knowledge in French

international growth strategy for provincial government in China. Other projects included operational restructuring and strategic planning, feasibility studies, assessing the regional construction market and developing a corporate growth strategy.

2006 - 2007

*Research Assistant – Department of
Electrical and Computer Engineering,
American University of Beirut*

Provided research support to the Department of Electrical and Computer Engineering.



Jacqueline Gold

Intermediate Outcome Area 1 Lead: Deeper Sustainable Community Engagement



SUMMARY

Jacqueline has over 27 years of policing experience, including working with and training police officers from across the Arab World in aspects of British policing, and a secondment to the FCO as Community Policing Expert deployed to South Sudan, where she created the community policing model, crime reduction plan and approach to women and vulnerable groups. A recognised expert in the development of practical community policing in conflict affected environments, Jacqueline has written and spoken widely on the subject, and has extensive experience of leading teams of police officers in community-focused police operations, with proven and evidenced strengths in victim management, decision-making in incident management, public communication, and leadership and motivation of diverse teams.

EXPERIENCE

August 2014 – May 2017

T/Chief Inspector, Community Policing Expert and Trainer, United Nations Mission in South Sudan (on secondment)

As lead officer on this programme, created the Community Policing Model and developed and led and delivered training for South Sudanese Police in Community Policing, Building Trust and Confidence, with a focus on prevention of sexual and gender-based violence. This included creation of the Community Police Induction program for new recruits. Worked closely with Community Watch Groups across South Sudan and led UNMISS delivery of police engagement with local Tribal Communities. Oversaw public communications development, including crime reduction communications planning and delivery through radio and other media organisations. Assessed UN policing services within the Civilian Protection Sites across South Sudan, responsible for reporting and making appropriate recommendations for the development of policing services with specific focus on women, children and vulnerable groups. Wrote UNMISS Police crime reduction plan, working with Human Rights teams to address conduct and accountability in local policing.

March 1991 – November 2017

Various roles, Avon and Somerset Constabulary

A diverse policing career culminating in rank of Chief Inspector, with a strong focus on community-facing roles including Community Policing Inspector, District Mentor and Trainer in Police Promotion, Partnership Working, Complaint and Discipline Investigation (internal), Operational Incident Command, , Critical Incident Management, Event Command, Crime Management, Head of Prisoner Handling, District Drug portfolio holder.

SKILLS

- ▶ Community Policing.
- ▶ Police training in hostile and complex environments.
- ▶ Police recruitment.
- ▶ Gender and Child Protection.
- ▶ Critical Incident Management.
- ▶ Human Rights/Partnership working.
- ▶ Police conduct and discipline.
- ▶ Policing assessment.

QUALIFICATIONS

Institute of Leadership and Management

Trainer Accredited

ADDITIONAL INFORMATION

UK Security Clearance (SC)

Awarded Queen's Police Medal for Services to Policing

Chief Constable Commendation for dedication to a complex conspiracy investigation

Chief Constable Commendation for the successful negotiation of hostage release and the single-handed disarming of a violent offender

Commanders Commendation for Community Safety

Train the Trainers Course. Trainer Accredited with ILM (Institute of Leadership and Management). Trainer Accredited with National Educational Awarding Organisation (NCFE)

Conflict and Stabilisation Course 2, Whitehall

Women, Peace and Security Course, Whitehall

Conflict and Stabilisation Course 1, Whitehall

Willie Semple

Intermediate Outcome Area 2 Lead: Sustainable Police Service Delivery Capability



SUMMARY

Willie Semple will lead Intermediate Outcome 2 area: sustainable police service delivery capability. Willie is uniquely qualified for this role following a 30 year award-winning career within the police gaining operational and strategic leadership experience in areas including major criminal investigation, intelligence and community policing. He has significant experience delivering on some of the largest public sector reform initiatives in the UK, playing a key strategic role in the development of a single police service in Scotland. He has a proven track record of delivering change programmes through multi-agency collaboration and working with diverse groups throughout the world, in particular Sub-Saharan Africa, the Middle East and the Indian Sub-Continent. Willie has worked closely with the ISF and other Lebanese Security Sector Actors as the Senior CT Investigations Advisor and Mentor on a recent Torchlight project for the British Embassy in Beirut and enjoys a strong reputation among key stakeholders and embassy staff. In this role Willie conducted a review and assessment of the CT investigative competence, human rights compliance and evidence gathering capability and capacity of the principal Lebanese SSAs on behalf of HMG.

The skills, knowledge, and experience that Willie brings to the programme give him the tools to build strong and enduring relationships with the ISF and other SSAs and affect the changes, in processes, attitudes, and behaviors, that will be crucial to the successful delivery of this Intermediate Outcome.

EXPERIENCE

2015 – Present

TorchlightGroup Ltd

Delivered a comprehensive assessment of CT investigative competence, human rights compliance and evidence gathering capability & capacity within the principal Lebanese security forces on behalf of HM Government.

Identified and mitigated risks to facilitate enhanced cooperation between HM Government and Lebanese CT investigative partner organisations in the course of which designed a programme for future UK support with a comprehensive CT skills improvement plan aligned to investigative capability development opportunities.

Delivered a two-year programme of significant, and sustainable transformational change and capacity building within the Investigations Pillar of a Justice and Human Rights Partnership (JHRP) between HM Government and the Federal Republic of Nigeria.

Provided programme coordination focusing the delivery of bespoke services, training and mentoring towards JHRP outcomes ensuring the end user organisation could effectively and compliantly tackle terrorism and insurgency which threatened UK interests and the stability of Nigeria. Monitored and evaluated progress ensuring delivery of results and value for money for both the end user and HM Government.

Delivered senior investigations training and development programme to strategic law enforcement leaders and decision makers in Pakistan.

2013 – March 2015

Head of Crime Restructuring, Specialist Crime Division (SCD), Police Scotland

Completed a comprehensive strategic review of SCD business areas as part of one of the biggest public sector reforms seen in the UK by the creation of a single Scottish police service. Led the review of national forensic science services – all

SKILLS

- ▶ Strategic and Organisational Direction.
- ▶ Planning and Tactical Implementation.
- ▶ Programme Management.
- ▶ Financial and Budgetary Controls.
- ▶ Chairing Multi Agency Groups.
- ▶ Diverse Stakeholder Influence & Engagement.
- ▶ Senior Investigating Officer (SIO)

QUALIFICATIONS

Napier University

HNC Police Studies

ADDITIONAL INFORMATION

- ▶ Level 4 Certificate in Education & Training

strategic level partners in three separate organisations signed up to a new memo of understanding, recommended governance structures implemented including management of key partnership performance indicators. National strategic lead for implementation of Schengen Information System II (SIS II) linking Police Scotland into UK/European law enforcement information sharing system.

September 2002 – December 2011

Head of Investigations, Commander, New Scotland Yard, CT Command (SO15)

Responsible for 700 staff and leadership and governance of all operational activity. This encompassed Counter Terrorism, War Crimes, Official Secrets Act and politically motivated homicide. Responsible for financial planning, IT and Estate Strategies. Accountable for effective and efficient deployment and utilisation of resources, leading a multi-skilled workforce within a disciplined environment. Represented Police Counter Terrorism on a range of cross government forums. UK CTLO to South East Asia (2006-09).

2010 – 2013

Head of Investigations, Tayside Police, Crime and Intelligence Division (CID)

Responsible for the strategic overview and operational delivery of covert and overt investigations into all forms of serious crime committed in or impacting upon the Tayside region. Managed significant change through internal restructuring and realigned the Criminal Investigation Department from Divisional management to a Force managed resource.

2009-2010

Head of Emergency & Event Planning, Operation Support Division, Tayside Police

Lead for Tayside Police business continuity plan, including testing and exercising key business areas and leads in the Force. Ensured the organisation was prepared to provide an emergency response to a wide range of naturally occurring, industrial accident or criminal incidents. Chaired the Tayside Strategic Coordination Group in this regard. Event planning for annual occurrences including music festivals and Royal visits. Head of Firearms Unit and responsible for staff selection, training and accreditation of firearms officers. Trained and accredited strategic Firearms Commander. Head of Public Order Unit, trained and accredited Advanced Public Order Commander.

1985-2009

Various Roles, Police Service

Benjamin Carter

Intermediate Outcome Area 3 Lead: Effective and Efficient Institutional Management Systems



SUMMARY

Ben has five years in fast track development with extensive and varied experience in systems approaches to tackle root cause and analyses between tactical and strategic issues. He is an experienced project lead and technical expert, having delivered a wide range of organisational change and information management projects on behalf of HMG and commercial clients, making recommendations for management and systems solutions to senior forums, regulators and government stakeholders. Further to this, Ben was selected to undertake significant additional roles to support UK Government operations and preparedness.

EXPERIENCE

January 2019 – Present **Management Consultant, MI-GSO | P-Cubed**

Working across the MI-GSO and P-Cubed Market Leadership Teams (MLT) to develop a range of experience in efficient and effect project and programme management, with a particular focus on manufacturing, energy and high hazard environments. Focus on stakeholder relationships to deliver value in agile, dynamic environments to grow domestic capability. Working with a global aerospace client to establish international Integrated Project Teams, Earned Value Management (EVM), and development of processes and frameworks for consistent, transparent reporting.

February 2017 – January 2019 **Off-Site Response Group Senior Team Leader and Scientific Advisor, Atomic Weapons Establishment Plc**

Selected to perform additional emergency positions in parallel to above Nuclear Security Specialist role to support UK Government emergency preparedness - deployable to Government response nodes to provide scientific support and advice as part of the Science and Technical Advice Cell (STAC).

February 2017 – January 2019 **Nuclear Security Specialist, Atomic Weapons Establishment Plc**

Member of the Operations Group within the Nuclear Threat Reduction programme. This role supports the readiness of AWE contribution to national counter Chemical, Biological, Radiological, Nuclear and explosive (CBRNe) infrastructure, Ministry of Defence Nuclear Emergency Organisation (NEO) and support to UK Arms Control and Verification. Majority of project experience focused on change management and optimization of inherent ways of working. Maintained active participation in UK Policy on Nuclear Issues (PONI) initiative.

October 2015 – January 2019 **Emergency Manager, AWE Aldermaston and Burghfield sites**

Selected to undertake significant operational support, position, tactical, strategic and executive levels. Command and control role with delegated authority and accountability from the Managing Director to set strategic focus and direction for resolving and restoring operational status from an emergency scenario.

September 2013 – February 2017 **Safety Assessment Specialist**

Production of key safety-related documentation to justify continued operations of national assets, including an extensive range of qualitative and quantitative assessments and reports for high hazard facilities (nuclear, explosive, radiological) and criticality.

SKILLS

- ▶ Expert in fast-track development with extensive and varied experience in systems approaches to root cause analyses between tactical and strategic issues.
- ▶ Led a wide range of organisational change management projects on behalf of HMG and commercial clients across the world

QUALIFICATIONS

Nuclear Technology Education Consortium (NTEC) University of Sheffield

MSc Nuclear Science and Technology

University of Nottingham

BSc (Hons) Chemistry and Molecular Physics

ADDITIONAL INFORMATION

- ▶ Chartered Chemist (CChem) and Chartered Scientist (CSci) status – awaiting outcome of Chartered Physicist (CPhys) assessment.
- ▶ Languages: English (fluent), French (Intermediate), Spanish (Basic).

Tonita Murray

Intermediate Outcome 4 Lead: Enhanced Accountability and Respect for Human Rights



SUMMARY

Tonita is a senior expert with over 16 years' experience in police reform in post-conflict and developing societies, with a strong focus on building accountability systems, both internal and external, to drive more transparent police performance, greater responsiveness and conduct compliance. She has wide experience of integrating gender-sensitive policing and the mainstreaming of gender sensitivity and gender equality goals into core policing practice, including development of ministerial police and police procedure, curriculum and training development and extensive research, consulting and capacity building. She is a recognised expert in the fields of accountability and gender sensitive police development in fragile states, with an extensive research track record.

EXPERIENCE

May 2017 – September 2018 *Member of the Commission for the Future of Policing in Ireland, Republic of Ireland*

Holds lead responsibility for the study and development of recommendations on recruitment, training and professional development for the future of the An Garda Síochána.

October 2015 – Present *Learning Lead for Strategic Support to the Ministry of the Interior (SSMI2)*

Leads learning and adaption for this DFID project supporting police reform in the Afghanistan. Developed a PDIA toolkit and system for capturing and analysing information to aid experiential learning and enhance accountability. Produces six-monthly political economy analysis and leads team and beneficiary workshops on how to overcome problems of delivery.

January 2014 to March 2016 *Consultant, Policing Policy Reform and Gender Mainstreaming, Police Reform Kenya United Nations Office on Drugs and Crime (UNODC)*

Guided the Kenya National Police Service in operationalizing 30 police reform policies by developing a training toolkit and training trainers and champions of change to roll out policies into the field. Strong focus on horizontal accountability and enhancing community outreach for citizen responsiveness and feedback.

September 2012 – December 2013 *Team Leader, Strategic Support to the Afghan Ministry of Interior (SSMI1)*

Team Leader for DFID-funded strategic support to the Afghan Ministry of the Interior. Led complex institutional capacity building for strategic leadership; internal governance, performance management and monitoring and evaluation; human resource management; and external accountability, including extensive engagement with external stakeholders and leadership of strategic communications programming.

April 2011 – September 2012 *Senior Ministerial Advisor and Deputy Team Leader, Strategic Support to the Ministry of Interior (SSMI1)*

SKILLS

- ▶ Senior police reform professional with over 16 years' experience
- ▶ Strong research, consulting and capacity building track record in the field of gender mainstreaming and gender-sensitive policing
- ▶ Extensive experience of public policy research, particularly relating to police governance and accountability, as well as leadership and development

QUALIFICATIONS

Master's Degree in History
Bachelor's degree in English
History (Double First Honours)

ADDITIONAL INFORMATION

- ▶ Officer of the Order of Merit for Police Services (OOM), Canada
- ▶ Canadian 125th Anniversary medal
- ▶ Queen Elizabeth II Golden Jubilee medal
- ▶ Queen Elizabeth II Diamond Jubilee medal
- ▶ Norwegian Police, Afghanistan Mission Medal, 2006

Established a ministerial policy unit and trained Afghan graduates in policy research and analysis for the Minister of the Interior. Provided policy advice to ministers on human rights, gender, police accountability, oversight, community policing, election security, and regional police cooperation.

March 2005 – October 2008

Senior Police Gender Advisor, Ministry of Interior Affairs, Afghanistan)

Introduced the concept of gender mainstreaming and gender-sensitive policing to the Afghan national police and promoted and enabled the Ministry of Interior to establish its first ever gender unit. Collaborated with US, Norwegian and UN colleagues to pioneer the first Afghan police family violence response units. Produced two definitive reports on the status of women in Afghan policing.

June 1999 – May 2005

Director General, Canadian Police College

Led a strategic change agenda to revitalize Canadian police training and development at the advanced and specialized levels. Created two new schools at the College: one for the study of police sciences and another for police executive development. Generated millions of dollars in revenues and managed the College as a public enterprise.

1974 – 1999

Various Roles, Canadian Police Service

Rachelle Douaihy

Community Safety Partnerships (CSP) - Lead Coordinator



SUMMARY

Rachelle is a highly skilled community engagement officer, with experience of working on a range of complex security sector projects, including the EU-funded 'Promoting Stability in Lebanon through Community Engagement and Dialogue' project. Within this project, Rachelle has significant experience of training and mentoring members of civil society organisations (CSOs) on dialogue facilitation, project design, and project implementation. Furthermore, she has a comprehensive understanding of the security sector agencies in Lebanon, having engaged extensively with municipalities and security agencies in North East Lebanon to secure buy-in. She also prepared for and facilitated local dialogue and planning workshops in the North and East of the country, bringing together local communities and security actors – including officers from the Internal Security Forces (ISF), the Lebanese Armed Forces (LAF), and General Security (GS) – to identify security concerns and design responses through community safety partnerships.

Whilst working on the EU-funded programme, Rachelle oversaw the implementation (and close out) of 15 CSPs and embedded security-civilian activities in close coordination with local CSOs and national, regional and local security actors. She has also conducted Key Informant Interviews (KIIs) with security sector actors to solicit feedback on project approach and deliverables.

EXPERIENCE

2018 - Present

Community Engagement Officer, B&S Europe, Lebanon

Rachelle is currently engaged by B&S Europe as a Community Engagement Officer on the EU-funded 'Promoting Stability in Lebanon through Community Engagement and Dialogue' project. Her work has included training and mentoring members of CSOs on dialogue facilitation, project design and project implementation, facilitating workshops in North and East Lebanon, and overseeing the implementation of 15 CSPs between security actors and local beneficiary communities. Rachelle's work also included following up on project indicators and means of verification status, baseline-endline research, and recorded change of security-civilian perception and behavior. Furthermore, Rachelle acted as the project's focal point for communications including: drafting official request letters, assisting in the drafting of a Communication and Visibility Plan, drafting major activity spot reports and visibility reports for security sector actors. She has also tracked visibility actions and content on security sector agencies, CSOs and other media agencies' news platforms.

2016 - 2017

Programme Associate – Municipal Capacity Building Component, Management Systems International, Lebanon

As part of the USAID-funded BALADI CAP project, Rachelle supported with a range of activities, including participating in the preparation of trainings (coordination with consultants, reviewing material, branding, logistics, follow-up on attendance, completion tracking, coordination with M&E team). She also participated in the preparation of the official launching event, the designing and launching requests for applications, reviewing and assessing grant proposals and in subsequent negotiation processes, coordinated with service providers on implementation, prepared operational matrices, conducted coaching missions and served as a project focal point for municipalities. Furthermore, Rachelle coordinated with project consultants, drafted social media and website posts and was a member of

SKILLS

- ▶ Recent and relevant UK and Lebanese security sector experience, including community engagement.
- ▶ Proven communication, coordination and engagement skills.
- ▶ Prepared for and facilitated local dialogue and planning workshops.
- ▶ Clear and concise report writing and briefings both internally and to external groups and UK Government.

QUALIFICATIONS

Notre Dame University, Beirut

MA in International Affairs and Diplomacy

BSc in Biology

College des Apotres – Jounieh, Lebanon

Lebanese Baccalaureate

ADDITIONAL INFORMATION

- ▶ Arabic (native), English (fluent), French (working knowledge), Spanish (general proficiency)

a number of committees, including the Work Life Balance Committee and the Office Retreat Committee.

2016 - 2016

*Intern, Management Systems International,
Lebanon*

Working on the USAID-funded BALADI CAP project, Rachelle organised and archived in-office procurement files in accordance with USAID guidelines. Furthermore, Rachelle prepared for and participated in Introductory Visits and Benchmark Assessments at various municipalities and unions of municipalities. Furthermore, she participated in the selection of training topics for selected municipalities, as well as writing and reviewing tailored Action Plans.

Mark Smith

Policing Doctrine Expert



SUMMARY

Mark Smith is a recently retired senior police officer who has amassed significant international institutional and capacity building experience. Retiring in 2016 after 30 years' service in a wide variety of roles, Mark is a subject matter expert in intelligence, criminal investigations, serious organised crime, human trafficking and public protection matters having being a member of several high-level policy-making groups and Home Office legislation teams. His last serving appointment was as the International Policing Advisor for Asia, China and the Pacific at the College of Policing, where he headed the International Academy at Bramshill. He has over 20 years' progressive international experience primarily designing, delivering, monitoring and evaluating criminal-justice sector institution-building, operational capacity-building and policy and legislative change programmes in the former applicant countries of the European Union, the Middle East, Africa and the emerging economies of South-East Asia, successfully delivering numerous complex and protracted programmes funded by the EU, UN and HM Government. In 2004 he was appointed by the Home Office as an advisor to the Ministry of Interior of the Czech Republic where he was instrumental in successfully producing and fully-implementing the Czech Republic's human trafficking strategy. He has worked in over forty countries in an operational, policy-making, training or advisory capacity both as a police officer and as a consultant.

Mark has successfully operated at a strategic level working with senior government and law enforcement officials, government departments, supra-national bodies, non-government organisations and third-sector bodies in the UK and abroad. He is skilled at working through interpreters and understands the cultural and demographic issues in working in challenging environments.

Mark is a former military officer having been a Captain in the Royal Corps of Transport. He is therefore adept at working with the military.

EXPERIENCE

Jan 2016 - Present

Principal Consultant: Optimum Decisions Limited, UK

Director and principal Consultant of own personal service company delivering international security, criminal justice and policing solutions. Senior SME on the European Commission's evaluation of the EU policy cycle. Designed and delivered seminars to Chinese Police and Security officials covering security, intelligence and investigation. Conducted TNA and DACUM for Intelligence and Human Trafficking training solutions for the Indonesian National Police. Long-term mentor to the Director of the Centre for Professional Development of Public Prosecutors in the Punjab, Pakistan. Created a business plan and improvement action plan to modernise and professionalise the institution. Undertook routine monitoring to ensure activities were linked to objectives. Conducted a review to evaluate the impact of engagement and provide additional improvement actions for TLG and FCO. Provided strategic and operational advice concerning the building of a new training institution for the Punjab Criminal prosecutions Service. Provided critical advice to the Senegalese Intelligence Services concerning the building of a new training facility for regional intelligence professionals on behalf of the UK's National Crime Agency. Designed and delivered bespoke training solutions including forensic awareness for judges, train the trainer, and training module development courses. Evaluated performance, satisfaction, utility and impact. Monitored and Evaluated numerous capacity-building projects and training solutions over twenty-years to measure effectiveness and impact.

SKILLS

- ▶ Training needs and organisational capacity assessments
- ▶ Experienced change manager including institution-building, capacity development and policy and legislative reform
- ▶ Training solution design and delivery
- ▶ Monitoring and Evaluation
- ▶ Intelligence and covert policing methods
- ▶ Public protection
- ▶ Human trafficking and Modern Slavery
- ▶ Senior Leadership
- ▶ Project and Risk Management

QUALIFICATIONS

University of Hull

July 1999

Special Degree Bachelor of Laws with Honours (LL.B) 2(i)

University of Hull

January 2003

Master of Arts Degree in International Law and Politics (M.A.)

Society of Apothecaries

June 2006

Diploma in Forensic Human Identification. (Dip FHD)

ADDITIONAL INFORMATION

- ▶ SC Clearance
- ▶ Awarded the Medal of Honour of the Czech Police Service 2005
- ▶ Certified Evaluation and Impact Assessments of Policies and Projects Training Course (Crown Agents and College of Europe, Bruges 2018).

*Warranted Police Officer – Constable to
Detective Superintendent, Humberside Police,
UK*

February 1986 – January 2017

Police officer with Humberside Police. Achieved senior operational rank in detective and uniformed roles including crime manager and deputy divisional commander in large BCU's (850 staff and £46M budget). Specialised in intelligence, covert policing, public protection and serious and major crime investigations with the forces headquarters major crime and intelligence units. Undertook secondments to The Regional and National Crime Squads (1996-2002) responsible for the investigation of serious sexual offences, kidnap, serious abuse and trafficking. International Staff Officer to the Director General of the National Crime Squad (1998-2002). EU Expert undertaking high-level monitoring and evaluation missions concerning the capacity of the applicant states (EU15-27) to tackle drugs, organised crime and terrorism. Member of a number of senior policy-making groups including the EU Multi-Disciplinary Group on Organised Crime, the UN delegation developing UN Convention on Transnational Organised Crime and the Palermo protocols.

*Detective Superintendent, international
policing advisor, Asia, China and the Pacific,
Head of International Academy, Bramshill,
College of Policing*

March 2012 – January 2016

Developed and coordinated international policing assistance programmes on behalf of the Police Service of England and Wales. Responsible for development, design, delivery and quality-assurance (including monitoring, evaluating and post-project impact assessments) of complex and protracted reform programmes (160 programmes in over 80 countries) on behalf of UK policing. These comprised institution-building, operational capacity development and policy and legislative reform programmes around the world, especially in S.E Asia, North Africa (Lybia)/ Senegal) and the Middle East (Qatar, Bahrain and UAE). Development and maintenance of strategic partnerships between donors, law enforcement agencies and governments in line with HMG priorities. Provision of Strategic and tactical policing advice to HM Government. Member of a number of high-level policy-making working groups overseen by OSCT.

*Resident Twinning Advisor – Human
Trafficking, Home Office Organised and
Financial Crimes Unit, UK*

May 2004 – December 2005

Seconded as an advisor to the Ministry of Interior of the Czech Republic. Responsible for the delivery of a £1.2 Million Euro programme to strengthen the capacity of the Czech Republic to combat human trafficking. Project managed the delivery of a highly successful programme (awarded Czech Police Medal of Honour – a very rare distinction for a foreign officer) using UK and Dutch experts. Delivered training courses to improve capacity. Designed, lobbied and fully implemented the National Strategy which included legislative changes and produced an agreed revised strategy prior to departure. Worked with NGO's and third-sector bodies to secure protection and rehabilitation of victims. Worked on preventative issues. Represented Czech Government in international negotiations. Designed and superintended an innovative demand reduction programme. Assisted in the development of Doctrine 2015 – to transform the Czech Police into a victim-centred public service. Monitored delivery activities throughout and upon external evaluation was declared one of the most successful twinning projects ever conducted.

*Captain, Royal Corps of Transport
(Volunteer) British Army.*

October 1981 – July 1988

Tony Hulton

Inter-Agency Coordination Lead



SUMMARY

Tony has over 15 years' experience as a stabilization and conflict advisor, including five years working in Lebanon as Programme Director for two Dutch funded projects with the LAF and ISF. He is a former FCO and DFID official, and prior to that worked for a variety of NGOs and UN agencies; he is an experienced international development consultant, providing technical expertise to support a range of conflict, stabilisation, humanitarian, security and justice issues across FCAS, including in Lebanon, Iraq, Horn of Africa, Southern and East Africa, Nigeria, Asia Pacific, and South Asia, including Afghanistan and Pakistan, Asia Pacific.

Tony is currently leading a long-term institutional development project with the LAF CIMIC unit. When Tony started this project, CIMIC was not recognized as a standard practice in the LAF. Five years later he has supported the LAF CIMIC into becoming a fully recognized part of the LAF (J9), has overseen the expansion of CIMIC offices into four regions across the country and has supported CIMIC in their engagement strategy within the LAF and with other security agencies. He was also previously the Programme Director for a Dutch-funded programme designed to build the capability of senior prosecutors and judges to understand and have confidence in forensic evidence, run in partnership with the Netherlands Forensics Institute to develop the capability of the Lebanese ISF to collect, protect and analyse forensics evidence.

Given the range of existing stakeholder relationships held by Tony, he will be in an excellent position to support our Inter-Agency Coordination, an aspect of the programme that will be critical for the successful implementation of the ISF strategic plan.

EXPERIENCE

2014 – Present

Senior Technical Advisor (Stabilisation) for Netherlands Ministry of Foreign Affairs, Lebanon

Tony oversees a team of 4 core staff, and short-term technical experts and ensures all deliverables are in line with international standards. Often coming up against lack of buy-in from senior LAF stakeholders, Tony has managed multiple stakeholders in the LAF, MoD and local government to create full ownership within stakeholders. He has further been working closely with community leaders, civil society organisations, local and national government entities to build understanding and provide opportunities for inclusive dialogue and the delivery of CIMIC projects in vulnerable locations such as Aarsal. The project is now entering its 6th year with allocated funding for a further two years.

August 2016 – Present

Team Leader, Early Recovery and Stabilisation Programme Somalia

Leading the CSSF programme to support AMISOM to plan with a range of stakeholders (civil, military, UN) its early recovery and humanitarian responses across newly recovered areas of Somalia.

2015 – Present

Programme Director, Netherland Support to Lebanese Judiciary and Forensics Units

Leading a programme to build the capability of senior prosecutors and judges to understand and have confidence in forensic evidence, concurrently in partnership with the Netherlands Forensics Institute to develop the capability of the Internal Security Forces to collect, protect and analyse forensics evidence.

2010 – 2012

Humanitarian Advisor, Australian Civil- Military Centre and Department for Foreign Affairs

Leading a programme to build the capability of senior prosecutors and judges to understand and have confidence in forensic evidence, concurrently in partnership with

SKILLS

- ▶ Extensive experience of generating and leading effective inter-agency coordination across multiple stakeholders in FCAS, often with competing agendas, including in Lebanon.
- ▶ Policy and programming.
- ▶ Conflict sensitivity
- ▶ Stabilisation
- ▶ Community engagement
- ▶ Programme leadership

QUALIFICATIONS

King's College London
MA, Intelligence and International Security

London School of Economics
BA, Geography and Development

ADDITIONAL INFORMATION

Associate Fellow Royal United Services Institute (RUSI) – since 2006.

the Netherlands Forensics Institute to develop the capability of the Internal Security Forces to collect, protect and analyse forensics evidence.

2010 – 2015 *Senior Stabilisation Advisor, UK Stabilisation Unit*

Engaged throughout this period to provide advice and direct support to a range of policy and response issues, including the development of the UK Approach to Stabilisation Operations, planning HMG response options to the Arab Spring, Haiti and establishing approaches to evaluating programme in hard to access areas and working through third party entities. I have supported the development of a range of doctrine, concepts and lessons products which include: JDN Transitions, reviewer JDP 3-40, Lessons Papers on Integrated Approach and establishing civil – military platforms, a major study into the policy and practical evolution of the UK PRT in Afghanistan and a paper related to the challenge of integrating CT and development programming.

2008 *Chief of Operations, Helmand Provincial Reconstruction Team*

Responsible for the management of stabilisation advisors deployed across the province and for programming £30m of stabilisation assistance funding.

2007 *Programme Advisor, UNHCR and SOLIDAR INGO, Sri Lanka*

Supporting a range of UN and international agencies to development peace building programmes in Northern Sri Lanka.

2004 – 2007 *CT Programme Manager, FCO, The Philippines*

Designed and implemented a range of CT programmes across the Philippines and Indonesia including conducting interagency CT coordination.

1998 – 2003 *Army Officer*

As a junior officer deployed to the Balkans and Iraq as well as conducting a range of MACP taskings in the UK, on leaving I continued as a reservist commanding a training company in London, I left the reserve forces in 2013.

1995 *Project Officer Aids Relief Uganda*

Supporting the implementation of community-based AIDS and maternal health awareness programmes in North and East Uganda.

Misbah Mokaddem

Inter-Agency Coordination Support



SUMMARY

Misbah has over 15 years' experience working on strengthening the administration of organisations and organisational capacity building in Europe and the Middle East, including Lebanon and Jordan. He has an excellent understanding of the legal and procedural issues involved in law enforcement, and has worked with high-level civil servants across the region, including the Ministry of Interior, Ministry of Education, Chamber of Commerce and other public administration bodies in Lebanon. He has also worked for the EU on organisational change contracts across the Middle East, including a project to support the Ministry of Interior in Jordan and the 'Technical Assistance for Building the Capacities of the Central Agency for Organisation and Administration (CAOA)' in Egypt.

EXPERIENCE

Deputy Team Leader & Resident Key Expert in Administrative Management and Human Resources

March 2016 – December 2016

Updated a comprehensive and integrated national security sector strategy and action plan as an outcome of close cooperation high level civil servants. Set up a consultative and monitoring mechanism on the security sector's observance of human rights, in cooperation with Human Rights' Department and with General Inspectorate and this task involved Business Process Reviews, analysis as well as assessments for operationalising the consultative and monitoring mechanism. Developed and implemented human resource policies and staffing strategies. Provided support to organize conferences and public meeting. Coordinated the Development and implementation of a systematic archiving system building upon the existing document management system at the Department of Civil Status. Provided business standardizations and developed Uniform Administrative Standard Operating Procedures for the MoI (ISO9000). Responsible for Implementation of Human Rights Observance Coordination Office (HROCO), staffing, supervising the implementation of procedures based on previous assessment results and involving Inter Agencies (ISF and Police) collaboration mechanisms.

Senior International Expert, Trainer of Trainers

January and March 2014

Consulting and Training Assignments provided to Public, Private sector and NGOs.

Managing Partner and Owner, Daltes Consulting SARL

July 2010 - Present

Consulting and Training Assignments provided to Public, Private sector and NGOs: Strengthened the administration and organisational capacity building. Provided process Analysis, business process reviews and flowcharting. Procedures and KPIs development, activities planning, control and evaluation, capacity building and career development for 50 engineers and staff involved in shop drawing activities for major property developers in the Arab countries. Through business process reviews strengthened the administration and provided organisational capacity building. Provided administrative Simplification and Standardization.

Planning & Quality Control Manager / Team Leader, Office of the Prime Minister CNJF Committee

October 2007 – July 2010

Responsible for planning, implementing, managing and controlling, reporting on the project conducting close cooperation with high-level civil servants.

SKILLS

- ▶ Inter-Agency Coordination
- ▶ Institutional Change Management
- ▶ Capacity Building in Security & Justice Sector
- ▶ Extensive project management experience, including on behalf of the EU in Lebanon and Jordan

QUALIFICATIONS

Université Libre de Bruxelles
Medicine

ADDITIONAL INFORMATION

- ▶ Certificate, Management & Business Administration
- ▶ Certificate, International Trade Officer: Cadre Opérationnel en Commerce Extérieur
- ▶ Acknowledgement Testimonial by the Prime Minister of Lebanon (2010)
- ▶ Honorary Trophy awarded by the Lebanese Minister of Youth & Sports (2010)
- ▶ Testimonial of Recognition by the Secretary General of OIF (2010)
- ▶ Testimonial of Recognition by Jordan Ministry of Interior (2016)
- ▶ Fluent in Arabic, English, and French

Preparation and Control of Budget, negotiating fund raising and reporting to international donors. Provided procedures development, business process reviews and business standardisations (ISO9000:2000) based on Lebanese Public Sector Legal requirements and to these purposes provided legal analysis and assessments.

October – December 2008

*Adviser to the President (Part time),
Chamber of Commerce, Industry &
Agriculture of Beirut and Mount Lebanon*

Provided assistance and advice related to Chamber Organisational Structure and Human Resources: Provided organisational development via ensuring development of staff profiles, job descriptions, recruitment selection criteria, recruitment and hiring procedures, performance evaluation, learning and career development. Based on legal and procedural practices, analysis and assessments Misbah provided administrative simplifications, representing the Chamber at Lebanese Central Bank workshops, EU Cross-border Cooperation EU programme, and ENPI. Prepared President's speech and presentations for high-ranking international visitors and to that purpose worked with high-level civil servants,

April 2004 – October 2007

*Resident Senior Consultant, Team
International*

Main responsibilities were consulting, training, training material development for a variety of projects.

July 2003 – July 2004

*Director & Senior Cons., GMCM sarl Sub-
Contractor of Team International*

Management Development Plan Project, Ministry of Works and Housing, Bahrain: Strategy Implementation Framework Development; consulting and training in Bahrain: implementation of a Performance Management System (PMS) using balanced scorecard. Organisation chart and job description of public service and community services functions of the PR Directorate, and Strategic Projects Directorate.

January 2001 – January 2002

*Professor and Department Director,
ARCATECH, University of Technology Centre*

Run six IT-related courses: Computing, Programing, FMS, DBMS, Business Software and Quality Management Course, Continuing Education Programme Director, Internship Coordinator, and Public Relations Manager (design, develop, launch and run events, including industry contacts).

1984 – 1997

*Various roles in Belgian and Lebanese
ministries and medical school*

SUMMARY

Simon is an experienced former senior UK Police Officer, with in-depth knowledge of all police disciplines, policing, criminal justice and rule of law, alongside organisation-wide inspection and review and national police oversight. 32 years in London's Metropolitan Police, rising to chief officer level, having significant staff numbers and large budgets. Instrumental in bringing forward a revived style of community policing to London, that was then rolled out across the UK. For the past three years, Simon has been working on community policing and community safety issues in both Iraq and Lebanon. He has delivered strategic policing advice on the state of policing in Iraq for the British Embassy, while working closely with the Iraqi Ministry of Interior and the Iraq police. Currently, Simon is working with the three main security sector organisations in Lebanon – the Police, Armed Forces and General Security Directorate – on community safety and dialogue issues. Prior to his MENA experience, Simon spent a two-year period in Ireland as the Deputy to the Chief Inspector of Policing. Irish reviews were in-depth, across a national force of 14,000 officers, on a range of policing functions. Reports and recommendations were laid before the Irish Parliament and later published. Later, Simon served as the Police Ombudsman for the Irish Republic, working at senior Ministerial, Director General, and Chief Constable level.

EXPERIENCE

2016 – Present

Simon O'Brien Consulting Ltd

Consultant with domestic and international experience in security, policing, justice and oversight.

Part of the UK FCO's Deployable Civilian Expert cadre.

Specialist in organisational and institutional development, currently in the field of civil society dialogue, communication and cooperation in Lebanon.

2016 – Present

Various Key Expert Roles, Policing and SSR, Iraq & Lebanon

April 2019 to present (B&S Europe), Lebanon:

Providing advice and assistance, through a continuation of an EU-funded programme, to the Government of Lebanon, on institutional development of the police, security service and armed forces.

High-level contacts established across the three major security sector organisations and other strategic interlocutors.

Worked successfully at senior levels in all agencies, introducing new strategic thinking and operational practice.

September 2017 to March 2019 (Aktis Strategy), Lebanon:

Providing advice and assistance, to the Government of Lebanon, on institutional development of the Police, Security Service and Armed Forces.

Focus on civil society dialogue, communications and cooperation.

June 2016 to August 2017 (FCO Stabilisation Unit), Iraq:

Provided advice and assistance to the Government of Iraq to refocus police from a militaristic to civilian stance in a post conflict era.

SKILLS

- ▶ Retired senior British Police Officer with over 30 years' policing experience, including significant involvement in leading and implementing community policing initiatives.
- ▶ Extensive expertise, knowledge and experience of working on gender, human rights, justice and security issues in a variety of fragile and post conflict countries.
- ▶ Excellent interpersonal and communication skills.

EDUCATION & QUALIFICATIONS

Cambridge University (2010)

M St. Criminology & Executive Police Management

UK Police Staff College, Bramshill, (2007)

Senior Command Course, Executive Police Leadership (Top Student)

London Southbank University (2008)

MBA, European Management

ADDITIONAL INFORMATION

- ▶ CT Operations Commander (national cadre)
- ▶ PSU Commander
- ▶ Football Commander
- ▶ THFC Chief Superintendent
- ▶ Authorised firearms trained and later silver and gold commander, then ACPO strategic firearms commander
- ▶ POLSA & PRINCE 2 accredited

Political and diplomatic contacts secured.

High-level contacts established in the Ministry of Interior and the Police.

Bespoke policing model designed and promulgated.

1978 – 2015

Various, UK & Ireland Police Services

Dec 2011 – Jan 2015: Police Ombudsman for Ireland - The Garda Síochána Ombudsman Commission.

Presidential appointment, normally occupied by a High Court Judge, to investigate wrongdoing within the Irish Police Force.

Worked closely with the Minister of Justice and Irish Parliament.

Formulated, agreed, published and executed a five-year Corporate Strategy.

Challenged and significantly changed the relationships between the Ombudsman and other key stakeholders.

Major changes to the governing legislation achieved.

March 2010 – December 2011: Police Inspectorate: Deputy to the Chief Inspector of Policing for Ireland - The Garda Síochána Inspectorate.

Chosen by the Minister of Justice to review and inspect the Irish National Police Force of 14,000.

Developed sets of recommendations for improvement to Government, to cover firearms incidents, resource allocation, missing persons, strategic leadership, roads policing, investigating child sexual abuse and front-line supervision.

April 2008 to March 2010: Territorial Policing Commander - Metropolitan Police Service

Commanded 11 North and East London boroughs, with a budget in excess of £450m and over 9,000 staff.

Managed all patrol activity, determining the level, style and nature for around 6,000 staff daily.

London lead for immigration, human trafficking and asylum, and lead chief officer for stop and search activity across the Capital.

National police lead for alcohol and licensing.

March 2003 – April 2008: Chief Superintendent- Borough Commander in Enfield & Haringey - Metropolitan Police Service

Improved performance, partnership and community cohesion.

Worked successfully at Leader and Chief Executive level in unitary local authority constructs.

Gained excellent feedback from Her Majesties Inspectorate of Constabularies.

August 1978 – March 2003: Various ranks from Constable to Superintendent – Metropolitan Police Service

The earlier part of a 32-year career was spent serving in uniform and as a detective in many challenging areas of London. This ensured a common-sense grounding in leadership and policing and made for a highly operational officer.

Dr Imad Salamey

Political Economy Analysis & Conflict Advisor



SUMMARY

Imad Salamey is Associate Professor of Political Science and International Affairs at the Lebanese American University (LAU) in Beirut. He is the President of Legal Action, a civil society organisation (CSO) that comprises a group of human rights lawyers focused on identifying creative avenues for accessing justice for those who are experiencing protracted violations of their human rights.

Dr Salamey's current interests focus on Middle Eastern topics of political transition, human rights, power sharing, Islamist movements, and governance. His research analyses Middle East and North Africa (MENA) countries' communitarian politics and governance predicament. His books 'The Decline of Nation-States after the Arab Spring: the Rise of Communitocracy' (Routledge, 2017) and 'Post-Conflict Power-Sharing Agreements: Options for Syria' (Palgrave, 2018) survey the root causes of rising ethnic and sectarian polarisation and corresponding proliferation of transnational extremism in the MENA region. Similarly, his various research articles and publications analyse contemporary political changes in the MENA.

Dr Salamey has received, directed, and coordinated various research grants and projects sponsored by the US Middle East Partnership Initiative (MEPI), the US Bureau of International Narcotic and Law Enforcement Affairs, and the Brookings Institute. He has been consulted on various USAID, DFID, FCO, Norad, and EU Democracy and Governance programmes in the MENA region. In 2014, he evaluated the entire HMG's GBP 110M Aid to Arab states under the Arab Partnership Fund in Egypt, Tunisia, Jordan, and Morocco, and participated in the 2018 evaluation of the FCO's Lebanon elections assistance programmes and the 2019 USAID-sponsored political economy assessment for Lebanon.

EXPERIENCE

2006 – Present

Associate Professor of Political Science and International Affairs, Lebanese American University– Department of Social Sciences

Responsible for Undergraduate, Graduate, and Professional Courses. Acts as an academic advisor to students. Also responsible for a variety of University Services including participating in a variety of committees on topics such as the University/ Strategic Plan on Active Learning and on Conflict Resolution.

2005 - 2019

Senior Consultant and Expert in Democracy and Governance

Has consulted on a variety of programme evaluations and implementations in a large range of countries, including in Lebanon, Canada, the Netherlands, Norway, Sweden, the UK, US, and UAE. Specialties include: mapping of political actors, conducting desk review, developing research design, establishing baseline indicators and evaluation instruments, coordinating and fielding research (data collection: implementers, beneficiaries, donors, and stakeholders), briefing preliminary finding, analyzing quantitative and qualitative data, writing reports, and presenting findings. Assessment skills include program's evaluation methodology and strategic program design in the following sectors: Governance, Rule of Law, Civil Society, Election, Political Parties, Security, and relevant sub-sectors. Experience in grant making, budget management, team leadership, monitoring and evaluation, network building, and media interaction.

1992 – Present

Various Academic Appointments

SKILLS

- ▶ Strong PEA and Conflict Advisory track record
- ▶ Leadership training, programme management, and strategic planning
- ▶ Survey research and M&E
- ▶ Online course development, education and communications technology skills

QUALIFICATIONS

Wayne State University

PhD in Political Science with a major in Middle East Politics and a minor in American Politics

University of Michigan

BSc with minor in Political Science

ADDITIONAL INFORMATION

- ▶ Appreciation Award by the Bahrain Women Union.
- ▶ Human Subjects Research Curriculum Course Certificate by CITI.
- ▶ Responsible Conduct of Research Curriculum Course Certificate by CITI.
- ▶ Protecting Human Research Participants Course Certificate by NIH.
- ▶ 1st Annual Arab World Faculty Development Conference, Professional Certificate.
- ▶ Teaching Assistant Award, Department of Political Science, Wayne State University.
- ▶ Interviewer Training and Field Interviewer Certificate, Community Needs Assessment Survey.
- ▶ Research Assistant Award, Survey and Evaluation Services, Center for Urban Studies.
- ▶ Fluency in English and Arabic, and basic French.

Shelley Deane

PDIA and Gender Equality & Social Inclusion (GESI) Advisor



SUMMARY

Shelley has worked extensively on gender-, community- and refugee-focused issues in Lebanon and across the Middle East, including in Jordan, Iraq, the OPTs, Tunisia and the UAE. Much of this work has been for SIREN and NI-CO. including on the previous iteration of the BPSp, as well as with UNHCR and a wide variety of NGOs and International organisations. She has built robust and trusted networks with communities across some of the most rural parts of Lebanon, as well as with Lebanese State Security Actors. On BPSp she conducted extensive community research and provided recommendations to the project team as well as integrated conflict and gender sensitive aspects into police training delivery. Shelley will support our core team with regular external PDIA reviews and provide tangible recommendations for how to adapt the programme to drive sustainable change that will have an impact on the ground.

Shelley particularly specialises in Mediation, Negotiation, Conflict-to-Peace Transition, Governance and Institution Building, Political Violence, Ethno-national Conflicts, Ending Civil Wars, Peace Processes, Education, Refugees, Security and Protection in Conflict. She also lectures at a variety of academic institutions, including as an Assistant Professor of International Relations at Dartmouth College in the US.

EXPERIENCE

June 2013

Director, Brehon Advisory, UK

Created three bilingual Arabic-English children's books addressing literacy, language, conflict, and psycho-social trauma for Syrian Refugees and vulnerable host community children. Created #traumateddy programme for Syrian Refugees and vulnerable host community children in Syrian conflict contagion states. Co-founded #ArtsDialogue with partners in Afghanistan, Colombia, Palestine, Northern Ireland and Sri Lanka.

2018

Various Roles, NGO and INGO community

Responsible for: Field Assessment of Informal Education Provision for Refugees at Risk with UNHCR, Lebanon. Social Integration and Social Cohesion Strategic Plan for Co. Longford, Ireland 2017-2022. Restoring Refugee Resettlement as a Means of Protection, Speaker for the German Ministry of the Interior and UNHCR, ATRC, Geneva. Big Heart Org. Syrian Refugee NGO Strategic Plan and Capacity Building, Turkey and Cyprus. Strategic planning and researching markets for Asystsu, a model-driven system engineering architecture company addressing security threats in the Gulf States. Training in Trauma, informing best practices for #ArtsDialogue Youth Engagement and Education programme, across Northern Ireland and the Republic of Ireland. Refugee and Host Community Awareness Training for Disadvantaged Youth, Northern Ireland, and the Republic of Ireland.

2017

Various Roles

Analysis and Strategic Review on "Needs Analysis for Humanitarian Learning for the Syrian Crisis", for International Humanitarian Academy, London and American University Beirut (AUB).

Chatham House, Royal Institute of International Affairs, "Syria and Its Neighbours Initiative" Programme Evaluation and Report.

Life Skills training for the Grenadier Guards, Wellington Barracks, London.

Facilitated and Trained for the Global Youth Forum, creating #ArtsDialogue, Belfast, Derry, Northern Ireland.

SKILLS

- ▶ Substantial experience of delivering Community Policing and Neighbourhood Management programmes in rural areas of Lebanon
- ▶ Strong connectivity across rural communities in Lebanon
- ▶ Robust and evidenced practitioner of Problem-Driven Iterative Approach (PDIA)
- ▶ Proven track record of delivering Gender Sensitive programming in Fragile and Conflict Affected States

QUALIFICATIONS

London School of Economics (LSE)

**Ph.D. in Political Science,
Department of Government**

University of Warwick

M.A. in International Relations

University of Manchester

**B. Soc. Sci (Hons) in Social
Anthropology**

ADDITIONAL INFORMATION

- ▶ Basic Arabic

“The Security Ramifications of the Arab Spring”, ArabTrans Security Briefing Conference for the University of Aberdeen, British Academy London.

“Reframing Radicalisation and the Refugee Response” Bowdoin College Marines, Research Workshop with Ambassador Larry Pope.

Facilitated American Security in the Twenty First Century: Reframing Radicalisation and the Refugee Response Program Bowdoin College.

Strategic planning, review, and monitoring of The Global Youth Peace Forum Belfast, January-March.

Facilitation and coordination of the “Arts Dialogue” Peacebuilding Initiative Israel-Palestine, Colombia, Sri Lanka, Northern Ireland (ongoing)

University of Aberdeen, ArabTrans EU Project dissemination workshops with policy makers in Brussels, and academics in Edinburgh.

2016

Various Roles

Humanitarian Leadership Academy, Middle East Strategic Planning and Report (London-Dubai).

Negotiating with Non-State Actors and Humanitarian Engagement Project, ICRC, Harvard Humanitarian Initiative, Chatham House, London-Vienna.

UK-Middle East Dialogue, Dual Track Diplomacy with Chatham House, London Middle East.

Refugee Preparedness Training Programme for L/Derry Strabane City Council, Northern Ireland.

Facilitated the Pilot FACE Refugee Danish-Arab Dialogue, Copenhagen, Denmark.

Refugee Tertiary Level Education programmes Lebanon.

2015

Various Roles

Jordan the Refugee Policing Predicament, Conflict Mapping and Recommendation assessment conducted for the British Embassy and SIREN Associates, Amman, Jordan.

Policing Syrian refugees with Justice, Security and Human Rights: A comparative analysis of Lebanese and Jordanian security responses. Research conducted for NICO, UNHCR and partners.

Report on the Status of Higher Education for Syrian Refugees in Lebanon and Jordan for the Said Foundation.

2014

Various Roles

Report on the Future of Arabic Translation in Arab States in Transition for the Alexandria Trust.

Report on the Prospects for Higher Education in Syria for the Said Foundation.

July Scoping Survey and Strategic Assessment of Syria’s Humanitarian Relief programmes for GOAL Ireland.

Training Lebanese politicians in Northern Irish Peace building for International Alert with Queens University Belfast.

Conducted USA PR programme for Laser Institute Tripoli Lebanon, providing talks across US Colleges, Universities and Middle East think tanks and institutes and Embassies in Washington D.C.

Richard Harrison

Monitoring and Evaluation Director



SUMMARY

Richard is a Monitoring and Evaluation (M&E) specialist with over 25 years of experience, specifically focused on fragile and conflict-affected states (FCAS). Now based in Amman, he has lived in nine countries, including Lebanon, and worked on the ground in over 30. Richard is an expert in primary research techniques, evaluations, development of theories of change and results frameworks, and has a comprehensive understanding of high-level M&E in Lebanon. He was based in Beirut from 2016 to 2019, conducting research relating to State Security Actors (SSAs). For the EU, Richard led the monitoring of a project designed to improve relations between Lebanese security services (including the ISF), civil society and the general public. He led the development of the theory of change and logframe. Working with the British Embassy in Beirut, in 2018 and 2019 he led the M&E aspects of two qualitative and quantitative projects designed to explore the nature and extent of extremism in Lebanon, which helped HMG to shape its programming in the country. This involved mind-mapping of the causes of violent extremism in key hotspots. More broadly, in recent years, key projects Richard has led have related to third-party monitoring and M&E. Richard is also an M&E expert registered with the FCO's Stabilisation Unit.

EXPERIENCE

2019 - Present

Monitoring, Evaluation and Learning Advisor, First Call Partners, Amman

Richard carries out a range of MEL support at First Call Partners for significant programmes. Most recently he has led an evaluation of CSSF Stabilisation Annual Review for the Sahel as part of the CSSF West Africa MEL programme. He is also providing MEL support on other programmes, such as leading on the development of an integrated Theory of Change for the CSSF in North East Nigeria, blending ODA and non-ODA outcomes and impact.

2019 – Present

Freelance MEL Adviser, Lebanon

Richard also provides freelance MEL support on a range of projects for the CSSF and FCO. Richard is also providing MEL support to RUSI for an evaluation of UK StratComms work inside Syria.

2016 - 2019

M&E Director, Aktis Strategy, Lebanon

Although a global role, Richard was based in Lebanon and was responsible for Aktis' global research, monitoring and evaluation portfolio, leading a team that advised on M&E and Learning (MEAL) across the organisation. Key clients included DFID, FCO, USAID, EU, Danish and Dutch governments. Richard provided MEAL expertise across a range of projects. For two years he was Project Director for the Independent Monitoring Agent of the Syria Recovery Trust Fund; a EUR 210m project jointly funded by 12 donors, including the UK government. He also supported GIZ's Resilience Programme in North East Nigeria and a range of security programmes in Lebanon.

2014 - 2016

Head of Political and Social Research, Kantar Public

Specific focus on programme evaluation for large institutions and INGOs including: DFID 8-country assessment of the scope for the use of mobile technology for nutrition across Africa; World Bank Evaluation of the scale of gender inequality in the maize market in Uganda; Gates Foundation Psychographic segmentation of attitudes to reproduction among African women in Kenya.

SKILLS

- ▶ Recent and relevant experience in Lebanon on the security sector.
- ▶ Proven track record of delivering M&E including an expert understanding of research techniques, evaluations, development of theories of change and results frameworks.
- ▶ Strong experience of working with a range of government and international organisations including the FCO, DFID, EU and World Bank.
- ▶ Clear and concise report writing and briefings both internally and to external groups.

QUALIFICATIONS

Open University

**Postgraduate Certificate in
Development Management**

Bournemouth University

**BA International Marketing
Management**

ADDITIONAL INFORMATION

- ▶ SC security clearance

2014 - 2014

Technical M&E Consultant, UN-OCHA

Consulted for UN-OCHA on a 'Joint Needs Assessment' to get back on track the analysis and report writing of a contentious survey of N=6,000 Tamil refugees who had been displaced during the civil war. Funded by JICA and liaising on behalf of OCHA with INGOs, Sri Lankan government officials and other donors.

2006 - 2013

Director of Research and M&E, Charities Aid Foundation

Led projects exploring global trends in charitable giving, engaging with INGOs, politicians, academics and senior figures in the development and humanitarian fields. Key projects include 'The World Giving Index' and 'Applying Behavioural Insights to Charitable Giving'. Richard also acted as CAF's Interim Director of Communications for one year, responsible for Policy, Media and Parliamentary Affairs teams.

1996 - 2005

Various Roles – Ipsos Research

Richard carried out various roles at Ipsos Research including the Director, China (2000- 2005) where he was responsible for managing the office, coaching a team of researchers. Main social research client was UNICEF. Prior to this, Richard was a General Manager of Healthcare Research in Hong Kong where he led projects seeking to understand how doctors perceived emerging drugs, to refine their marketing. His first role at Ipsos was Head of Qualitative Research, South Korea where he managed a team of eight qualitative researchers.

1995 - 1996

Senior Researcher, CMC Research

Richard managed research projects relating to drugs exiting clinical trials, on behalf of European and American pharmaceutical companies.

Gretchen Severson

Monitoring, Evaluation and Learning (MEL) Lead



SUMMARY

Gretchen is a senior Monitoring, Evaluation and Learning (MEL) advisor with significant experience in different forms of monitoring, including qualitative and quantitative, verification and anti-corruption-based research. Most recently, she led the independent remote monitoring agent (IMA) for the Syria Recovery Trust Fund's (SRTF) recovery and stabilisation projects. The IMA provides SRTF with independent monitoring and evaluation of their programming in Syria's opposition-controlled areas and Al-Raqqa. As part of her role, Gretchen oversaw all technical components, including developing IMA's MEL programming, managing the cohesion of the technical and operation teams, overseeing the development of all reports, introducing systems and processes, and represented the IMA to international donors and key stakeholders.

Gretchen has significant expertise in the Middle East, specifically Lebanon, Iraq, Syria and Palestine. Blended military and non-military background with previous experiences, including working for the State Department by being embedded within the US military, undertaking primary research with communities alongside the US Marines. Moreover, she has extensive experience of training local security forces, most specifically in Afghanistan. Examples of her work include conducting needs assessments, public opinion polls with local populations, developing tools, methodologies to gauge the public sentiment, assessing whether MEL programming was working and identifying areas to improve programmes. Whilst working as an analyst in the US Government, Gretchen worked very closely with the US Military during their training of the Afghan national army. This included developing the Army's Doctrine, developing operational procedures and tactics, among others.

EXPERIENCE

2019 – Present

Consultant – Development Transformations, Jordan

Providing research, monitoring and evaluation, technical, advisory and assistance to the US Department of State-funded Civil Society in Syria Programme.

2017 – 2019

Team Leader for SRTF Third-Party Monitor – Aktis Strategy, Jordan

Gretchen was Team Leader for the SRTF Third-Party Monitor. This included delivering public opinion research, monitoring and evaluation of SRTF's programming in Syria that allowed them to make critical decisions. SRTF comprised governments from Denmark, Finland, France, Germany, Italy, Japan, Kuwait, Sweden, The Netherlands, UAE, UK and USA. Gretchen led SRTF's IMA team, oversaw the operations planning process and ensured appropriate resources were allocated to accomplish the data collection missions inside Syria. She also supervised the analysis of data, oversaw the development of reports, provided regular briefings and led and managed client relations.

2016 – 2017

Strategy Consultant, Various

Working for a variety of organisations, including:

- ▶ **SA Intelligence** (August 2016 – April 2017): designed a market assessment; findings were used for company positioning, developed stakeholder and research model.
- ▶ **Anna Beck** (December 2016 – January 2017): designed and conducted an organisation assessment, identified improvement opportunities in their marketing strategy and delivered strategy plan.

SKILLS

- ▶ Recent and relevant experience in Lebanon.
- ▶ Proven track record of delivering M&E including qualitative and quantitative data, research, design of methodologies.
- ▶ Extensive experience of working with security forces.
- ▶ Clear and concise report writing and briefings both internally and to external groups

QUALIFICATIONS

The School for International Training, Battleboro

Master of Science in Cross-cultural Management

The Evergreen State College, Olympia

BA Sustainable Development

ADDITIONAL INFORMATION

- ▶ Human Terrain Systems Training Programme
- ▶ Languages: English (native), Spanish (intermediate), Arabic (beginner)

- ▶ **Valka-Mir Human Security** (August – September 2016): redeveloped complex technical topics to make them more understandable to general public.

2013 – 2016

Researcher, Aveda Corporate Headquarters

Gretchen advised Senior Global Marketing Vice President on customer opinion and sentiments, current programming shortfalls, and recommendations for future programming. This included identifying gaps in senior leadership knowledge, developing all-source data collection methodology and data collection tools, processing the data, conducting analysis of the data and recommending courses of action. Furthermore, she also advised senior leadership during the strategic planning process of redesigning a product category, developed and delivered briefings to internal and external stakeholders communicating the redesign strategy, and identified influential stakeholders and influenced them to partner.

2012 – 2013

Strategy Consultant, Various

Working for a variety of organisations, including:

- ▶ **Studio 514** (July 2016 – October 2013): advising the business owner on the strategic plan for growth and mentored the business owner during strategic plan implementation.
- ▶ **Universal Consensus** (July 2012 – July 2013): developed a cross-cultural training module designed specifically for a US Military client and identified the US Military engagement strategy.

2011 – 2012

Human Terrain Analyst – US Department of the Army, Afghanistan

Based in Helmand Province, Afghanistan and embedded in the US Marine Corps, Gretchen advised and assisted decision makers on social science related the Afghan population, created and delivered products analysing the culture, religion, ethnicities, tribes, political history, local economy, public perception and sentiments. She participated in the operational planning process; identified gaps in the Commander's knowledge; developed and executed research plans to fill the gaps; developed qualitative and quantitative research methodologies and corresponding data collection from the local community; processed and analysed data; and finally, disseminated the intelligence through written reports, briefings and through strategic advisory during the operations process.

2008 – 2011

Various Roles, Management Systems International, OPTs, Iraq and Washington

Based in Ramallah, Palestine as a Research Specialist (2010-11), Gretchen delivered a written report for the senior leadership; designed and conducted an all-source market intelligence assessment of the local USAID market, and conducted conflict analysis about the high threat operational environment.

Based in Baghdad, Iraq as an Executive Officer (2009-10), Gretchen helped facilitate training for over 100,000 civil servants to improve the institutional performance of the Iraqi Ministries and Executive Officers through a USAID/Tatweer project; liaised with the Provincial Reconstruction Teams (PRTs); conducted open source research and developed reports for USAID.

Based in Washington DC as a Project Manager (2007-08), Gretchen deployed teams that conducted and delivered democracy and governance assessments, contributed all-source research and analysis and submitted reports.

2007 – 2008

Associate – Core International

Gretchen conducted primary source research to identify needs of target stakeholders, analysed data, assisted local staff and prepared reports/briefings.

Gerson Bergeth

Information Management Expert



SUMMARY

Gerson is a project manager with 20 years of experience in Asia, Europe and Africa. He has managed the implementation of information management and policy-driven activities for the United Nations, technology companies and donor agencies, and provided responses for justice, security and humanitarian affairs. Furthermore, he has designed and launched innovative solutions with a focus on data-powered research, mobile technology and localised responses. He has also previously worked as a project manager for Aktis in Lebanon, and as an Information Manager for DFID where he established a data system to capture the results of the UK's response to the Syrian crisis, supporting monitoring teams in Beirut, Amman, Gaziantep and Erbil.

EXPERIENCE

May 2017 – Present

Programme Manager, United Nations, Bangkok

Gerson is currently responsible for implementing projects in the ASEAN Region for Justice and Security on behalf of the UN. He also monitors the impact of trade integration and the increase of cross-border crime. He also develops tools to capture data on threats of illicit economy on political instability and vulnerable groups.

October 2014 – May 2017

Information Manager, DFID, London, UK

Gerson established a data system to capture results of UK response to Syrian Crisis and supported monitoring teams in Beirut, Amman, Gaziantep and Erbil to track humanitarian activities.

August 2012 – September 2014

Project Manager, United Nations, Bangkok, Islamabad

Established evaluation team to assess adoption of UN conventions for justice, monitored performance of government in South East Asia. Provided crime prevention training and capacity and provided technical advice in Pakistan for areas under tribal control.

July 2014 – October 2014

Project Manager, AKTIS, Beirut

Developed analysis to measure the impact of UN activities to reduce conflict between Syrian refugees and host communities.

August 2011 – March 2012

Project Manager, Seefar, Erbil

Launch a media campaign to highlight risks of migration for Kurdish youth.

November 2007 – December 2010

Regional Operations Manager, Oracle, Madrid

Established offices in Madrid, Lisbon, Milan, Tripoli and Algiers, managed recruitment, market development and client services, supervised implementation of systems for 150 engineering projects.

May 2003 – August 2007

Project Manager, United Nations, Bangkok

Managed project in eleven countries to address supply of illegal drugs, established a system to collect data on health, education and crime, launched fundraising strategies with donors.

October 1999 – April 2003

Project Manager, YCAB Foundation, Jakarta

Established youth empowerment campaign for 15 school districts.

SKILLS

- ▶ Significant experience of managing implementation of Information Management and Policy in support of activities in the Humanitarian, Security and Justice sector, including Security Sector Reform
- ▶ Proven track record of effective project management
- ▶ Strong M&E and big data analysis (SQL) experience, as well as GIS mapping, database architecture, mobile surveys and data visualisation
- ▶ Experienced in the use of bespoke software such as: Kobo, Google G Suite, Tableau.

QUALIFICATIONS

SOAS University of London
Masters' Degree in Public Policy and Management

MIT

Certificate on Tackling the Challenges of Big Data

University of Texas at Austin
Certificate on Gender, Race and Technology

General Assembly

Certificate – Web Development Course

ADDITIONAL INFORMATION

Volunteered with Techfugees – identifying the most urgent needs of refugees and providing tech-enabled solutions.

Renato Raggi

IHL and Human Rights Expert



SUMMARY

Renato has been a part of the Italian Carabinieri since 1987. For more than 10 years, he has been working at an international level regarding the organisation and management of planning international trainings, conferences, seminars, ceremonies. Renato is also responsible for planning international courses and managing and delivering classes on international stability and effective research in law enforcement.

Renato is a specialist in International Humanitarian Law (IHL) and Human Rights (HR). He gives lectures on Peace Operations, IHL and Military Police at the Carabinieri Officers' Schools across Italy, where he has also been the Chair of Peace Operations for over five years. In this role, Renato has also been educating Carabinieri officers on both awareness and the effective use of IHL and HR in Law Enforcement

Renato is also a specialist and lecturer on Human Rights, Stability Police Doctrine (EU, UN, NATO, AU), Negotiation and Mediation, Detention in War, EU Civilian Crisis Management Planning, Security Sector Reform (Police Domains), Training Methodology (Train of Trainers) at the Carabinieri Centre of Excellence for the 'Stability Police Units'; he is also an analyst of stability police doctrine.

Renato has had the opportunity to work closely with the ISF in Lebanon and has trained a group of officers to become trainers in IHL and Human Rights.

EXPERIENCE

2019 – Present

***Human Rights Expert – EU funded project:
Technical Assistance to the Lebanese
Internal Security Forces***

Delivered a Human Rights training at the ISF academy in Lebanon to officers. Provide these officers with a manual of Human Rights specific to the Lebanese case for all personnel. The manual consisted of 160.

2015 – Today

Chair of Peace Operations

Specialist in Human Rights, Peace Operations, International Humanitarian Law and Military Police. Organizer of International Conferences and lectures on these topics at the Carabinieri Officers Schools.

2008 – 2015

Chief of Research

Analyst of stability police doctrine. Responsible of planning international courses. Responsible of the International stability police lessons as well as research. Specialist and Lecturer on: Human Rights, Stability Police Doctrine (EU, UN, NATO, AU), Negotiation & Mediation, Detention in war, EU Civilian Crisis Management Planning, Security Sector Reform (Police Domains), Training methodology (Train of Trainers) at the Carabinieri Center of Excellence for the Stability Police Units.

2002 – 2008

Chief of International Relations

Responsible of planning International trainings, conferences, seminars, ceremonies. Specialist and Lecturer on Police issues in international courses and seminars in Italy and abroad. Planning and assessing foreign languages courses delivered in the College. Responsible of the International Public Relations on behalf of College's Commander. Liaison with foreign Police training institutions.

SKILLS

- ▶ Planner, manager and trainer, national/international Police courses and events.
- ▶ Human Rights/International Humanitarian Law Monitor/expert (academic and field experience in Palestine/Iraq/Turkey).
- ▶ Leadership, Negotiation and Mediation expert.
- ▶ Train the Trainer (T3) expert.
- ▶ National and international cooperation on Police issues expert.
- ▶ Criminal investigations and security expert.

QUALIFICATIONS

***University of Rome "Tor Vergata",
Law Faculty
Master of Arts, Security Sciences***

ADDITIONAL INFORMATION

- ▶ Past member of several EU and UN Working Groups:
- ▶ EUPST (European Union Police Service Training) 2011 – 2013; coordinator of the LLJWG (Lessons Learned Joint Working Group)
- ▶ EUPST II 2015 – 2018: member of the Permanent Evaluation Committee (PEC)
- ▶ CEPOL (European Police College), member of the ELEES (European Law Enforcement Education Survey) Working Group
- ▶ CEPOL (European Police College), member of the SPOPCOP (Senior Police Officer Planning and Command Course) curricula revision Working Group
- ▶ Member of a national temporary working group on training issues (High Institute for Police Forces, Ministry of Interior, Rome, 2004);
- ▶ Member of MNE-6 Working Group (Multinational Experiment 6) for the development of a stabilization

2000 – 2002

Commander

Responsible for security policing and criminal investigations in metropolitan areas. Commander of seven subordinated police stations for a total manning of 200 personnel at the Carabinieri Territorial Company

1995 – 2000

Criminal Investigations Unit, Commander

Responsible for security policing and criminal investigations in rural areas. Commander of 7 subordinated police stations for a total manning of 90 personnel at the Carabinieri Territorial Company

1992 – 1995

Criminal Investigations Unit, Commander

Responsible for leading and managing the Criminal Investigation Unit in the Carabinieri "Rome – Trionfale" Company.

1990 – 1992

Platoon leader

Responsible of all the General Police trainings at the Carabinieri Cadets School.

1987 – 1990

Platoon Leader / Intelligence Officer

Responsible of leading the Security police and manage the military tasks in the 7th Carabinieri Mobile Battalion "Trentino Alto Adige". Responsible as well of the Intelligence department.

doctrine in Peace Support Operations (2009 – 2010);