

### 1.2.1 Organisation experience and capability – Coaching, mentoring and training

The following provides a brief outline of the organisations in our consortium organisational profiles, particularly in relation to their experience of coaching, mentoring and training. It is then followed by descriptions of projects that we have delivered over recent years in this area.

#### Profiles of consortium members

##### Adam Smith International

**Adam Smith International** delivers large programmes of technical assistance including some of the UK government's major security sector reform projects. Coaching, mentoring and training are integral to all these programmes from projects that train and equip nascent police forces in war zones (Syria, Palestine and Somalia) to complex structural or procedural reforms of well-established police institutions (Iraq and Pakistan). Our coaching, mentoring and training experience ranges from delivery of training to entire police forces to one-on-one training on handling the media to generals and senior commanders.



**Sustainable Criminal Justice Solutions (SCJS)** is a UK based not-for-profit public-sector operator that specialises in strengthening rule of law and criminal justice processes in complex and highly political environments. SCJS has worked extensively with the police, prosecutors and other law enforcement bodies in the MENA to provide capacity building support across a wide array of technical areas. This includes delivering training seminars on counter terrorism investigative skills to security officials across 10 different countries in the region (including Jordan).



**Magenta** is a strategic communication agency that specialises in behavioural change communications in conflict-ridden environments, including Jordan. Magenta has played an important role in developing innovative social and behavioural change research and communications interventions on a number of police and security reform programmes in the region. This includes training and coaching officials on supporting Jordan's National Action Plan (JONAP) on implementing UN Security Council Resolution 1325 on Women, Peace and Security in shifting perceptions of women's participation in peace and security, as well as working with the Jordan's National Negotiators Network to enhance trust and engagement between the Network and the Jordanian public and government.



**Innovation and Insight (IN2)** delivers flagship HMG-funded communications programmes in the MENA region that support the public engagement of government agencies and include crisis communications capacity building for security agencies. They have trained, coached and mentored officials in security institutions to develop and manage effective crisis communications



**Conflict Management Consulting (CMC)** provides research and monitoring and evaluation (M&E) services in fragile, conflict and post-conflict areas, including the Middle East and North Africa. In addition to having worked extensively on a variety of security-related programmes in the region, CMC is also closely familiar with the CSSF monitoring, evaluation and reporting requirements. Among its portfolio includes the design and delivery of a comprehensive audience analysis in Iraq and Syria as part of an FCO-funded campaign to build public trust in the Global Coalition against Daesh; and the design of an overarching M&E plan and over 50 project-level theories of change for the CSSF's National Security

Strategy for East Africa, Somalia and Africa continental. CMC also provide M&E support to an EU-funded programme aimed at increasing police and intelligence cooperation between Europol / EU member countries and their Mediterranean neighbours in the fields of counter terrorism and migration management.

#### Selected Project Experience of coaching, mentoring and training

##### (ASI) SYRIA ACCESS TO JUSTICE AND COMMUNITY SECURITY (AJACS) PROGRAMME (£ 63,8M, 2014 – 2018, FCO, US DEPT OF STATE, GVTS OF DENMARK, GERMANY, THE NETHERLANDS AND CANADA)

Between 2014 and 2018, ASI delivered what is most likely one of the largest and most complex police reform programmes in the region at the time, the Syria Access to Justice and Community Security (AJACS) programme. The aim of this multi-donor programme was to establish a policing institution i.e. the Free Syrian Police (FSP) that could be a trusted partner for HMG in its efforts to stabilise and support communities and civilians in Syria's opposition-held territories, in particularly Aleppo, Idlib, Daraa. This entailed working with senior leaders in the FSP to establish common training practices, standard procedures and systems for management in a chaotic and conflict affected environment, as well as developing public engagement mechanisms and communication capabilities to enable the nascent FSP to emerge from the competitive landscape as a trusted institution and capable dispute resolution actor in the eyes of the community.

We provided extensive **training, mentoring and coaching** to help facilitate the core operational functions of the FSP and build their capacity to plan and deliver effective security services. In addition to basic police training, this included a wide range of more **advanced and specialised modules** focused on building a police force that is transparent, accountable and adheres to human rights. These included: policing in IDP camps; road traffic policing; investigative interviewing; alternative dispute resolution; digital security; care in custody; women's policing; and professional standards covering topics, such as human rights, sexual and gender-based violence (SGBV), gender awareness and code of conduct. Recognising the role of active engagement and strategic communication in building public trust in the FSP as a credible institution, officers were also trained on various areas of **strategic communications** and **methods of public engagement**, including identification of community issues, problem solving techniques, signal crime, Broken Window theory and other community policing topics.

Training was delivered through a mixture of remote (via skype) and in-country sessions, drawing on a dedicated cadre of FSP trainers who attended **Trainer of Trainers (ToTs)** courses in Turkey and then cascaded training to FSP officers in Syria. In addition to training workshops, AJACS also provided follow-up through **on-the-job mentoring and targeted coaching sessions**, supporting the FSP to implement these newly acquired skills in the development and maintenance of provincial and local policing plans. To make sure FSP could continue training after the end of the programme, AJACS developed **Video Training Packages (VTPs)**. These formed parts of the training package that AJACS-trained FSP trainers can use to train and retrain officers on key policing topics whilst ensuring consistency throughout the various provinces.

In total, AJACS supported more than 95% of FSP assets in meeting their planned targets for basic police training, with over 3,800 officers trained across the three provinces, including more than 30 female officers, and has delivered more advanced, specialised training to over 600 senior officers in Aleppo and Idlib.

#### **(ASI) PALESTINE BRITISH SUPPORT TEAM (BST) (£5.5M, 2012- PRESENT, MOD)**

For over six years, ASI - initially as a subcontractor to Coffey and since 2018 as the lead implementer - has been assisting the UK government in building the capacity of the Palestinian Authority Security Forces (PASF) and discrete areas of the Ministry of Interior (MoI) to professionalise the Palestinian security institutions within the context of the enduring multinational United States Security Coordinator (USSC) mission. Through a team of embedded mentors, we have been providing technical assistance, training and on-the-job guidance to different departments of PASF (i.e. the civil police, intelligence forces and civil protection) and the MoI across a wide spectrum of technical areas:

- ❖ **Governance and institutional development:** technical advice and on-the job-support to the PASF Services, Commissions and Directorates, as well the USSC on all matters related to governance and institutional development, including the development and roll-out of organisational strategies, policies and procedures.
- ❖ **Human resources:** technical advice and on-the-job support to the PASF Services, Commissions, Directorates and the MoI on developing and rolling out improved human resource policies and procedures
- ❖ **Monitoring and evaluation:** technical advice and on-the-job support to the MoI and PASF Services, Commissions and Directorates on monitoring and evaluating the effectiveness of policies, processes and procedures.
- ❖ **Policing:** strategic advice to the 3-Star US Security Coordinator on the institutional development of the police sector, ensuring the relevant SOPs are cascaded down and appropriate single-service policies are put in place.
- ❖ **Training:** technical advice and on-the-job support to the **Director of the Central Training Administration (CTA)** on how to strengthen the design and delivery of training, including on how to design courses and write academic curricula, different delivery methodology and various training-related operational matters, such as resourcing and coordination of courses and management of training infrastructure. In addition, we are supporting planning and strategy development within the **Training and Education Development (TED) Directorate** and the delivery of the British leadership education and training programme.
- ❖ **Strategic communications:** technical advice and mentorship to the Director of the Palestinian Government Media Centre to support their programme for achieving statehood by maintaining public support, as well as development of a diploma in strategic communications at PSI University and a diploma in strategic thinking for MoI employees.

#### **(ASI) MOGADISHU SECURITY PROJECT (MSP) (£8.7M, 2014- 2018, FCO)**

The Mogadishu Security Programme supported the FCO and MoD to engage with the Federal Government of Somalia (FGS) on its plans to enhance the security in Mogadishu City and increase FGS capability to prevent terrorist attacks. Our support focused on two objectives:

1. Developing a multi-agency **Mogadishu City Security Plan (MCSP)** dedicated to reducing the threat of violence and increasing security in the city by drawing on existing Somali resources; and
2. Establishing, refurbishing and supporting the **Joint Operations Coordination Centre (JOCC)**, consisting of the Somali Police Force (SPF), National Intelligence & Security Agency (NISA), Somali National Army (SNA), Somali

Custodial Corps (SCC), Immigration and Naturalisation Directorate (IND) and AMISOM, to become an effective coordination mechanism for key security agencies in Mogadishu.

In support of the second objective, we provided extensive **training** and **on-the-job guidance** through a team of embedded mentors working alongside JOCC personnel to provide technical support and guidance in areas of intelligence development, command and control and force readiness:

**Intelligence development** - A key element in increasing the effectiveness of the JOCC was the creation of a Common Operational Picture (COP). This relies on a steady and coordinated flow of information from and between the JOCC's contributing agencies and the ability to quickly and accurately analyse information and turns this into actionable intelligence. To develop this capability within the JOCC, MSP supported through a variety of training and mentoring activities:

- ❖ On-the-job guidance to JOCC officers on how to develop and embed liaison mechanisms with contributing agencies, with a view to enhancing the quantity, quality and coordination of information flows;
- ❖ Daily mentoring to 9 staff in the **Joint Intelligence Management Cell (JIMC)**, where the information received from contributing agencies is developed into a wide range of intelligence products, including Intelligence Reports (INTREPS), to improve the situational awareness of JOCC leadership;
- ❖ Mentoring and supporting 9 staff in the **Tactical Operations Cell (TOC)** to develop their ability to plan multiagency operations and conduct lesson learning exercises through Post-Operational Reviews. This encouraged an institutional culture of learning essential to the development of crisis responses;
- ❖ Training JOCC officers on a newly introduced **Geospatial Information System (GIS)**, which provides a repository for multiple-source information to assist with a wide range of functions essential to effective JOCC operation, including information visualisation and analysis, mission planning and monitoring.

In addition to technical capacity building, mentors also worked alongside JOCC staff to support routine administration and maintenance functions of the JOCC, including personnel, finance and ongoing repair work.

**Command and control** - Mentors provided daily support to senior **JOCC leadership**, including the JOCC Director on how to effectively respond to crises. With the mentors' support, the JOCC established a Gold-Silver-Bronze model of crisis response, with 176 JOCC officers receiving training on Gold and Silver Command Courses.

**Force at readiness** - In addition to operational planning and fostering a culture of learning, the TOC is also responsible for coordinating the "Force Elements at Readiness" (FE@R), i.e. units of the SNSF that are allocated to the JOCC for the purpose of deliberate and **crisis response operations**. To strengthen and develop this liaison function, mentors assisted staff in building relationships with contributing agencies.

MSP provided training to 500 personnel in intelligence collection and operational planning and delivery, causing cordon and search operations in Mogadishu to reduce by 86%. Increased command and control capacity and credibility of the JOCC was furthermore reflected in its designation as a standing Gold Command for crisis response, with regular senior political and security leadership attendance during operations monitored in real-time through live-feed capability.

#### **(ASI) SOMALILAND POLICE REFORM AND DEVELOPMENT PROGRAMME (PRDP) (£3M, 2014 – 2016, DFID)**

Between 2014 and 2016, ASI worked with the Ministry of Interior (MOI) in Somaliland to improve the capacity, accountability and oversight of the Somaliland Police (SLP) through a combination of technical assistance, **training, mentoring** and material support. Training and mentoring focused specifically on the following components:

**Enhancing criminal investigation capacity** - As part of our efforts to improve SLPs criminal investigative capability across the different regions, we established two regional investigation offices (i.e. Criminal Investigation Department (CID) and Special Branch (SB)). These offices were meant to act as hubs between CID and SB HQs and regional stations and serve regional training needs. As part of their establishment, we trained 164 investigators, including 35 female police officers across 45 police stations in **basic criminal investigation techniques** through our Professional Development Programme for Investigators (PDPI), with 26 of these stations now having the capability to take fingerprints as a result of the programme. In addition, 13 officers were selected for **specialist crime scene investigation training**, covering more advanced topics such as crime scene management and the retrieval, processing and presentation of forensic evidence. Our training package also included **sexual violence investigation**, with in total 164 police receiving basic training in handling cases of sexual violence; 14 police officers and 6 prosecutors receiving specialised training in sexual violence. As a result, 43 investigations into SGBV cases were carried out using improved procedures during the project.

We took an innovative approach to training whereby skills were taught through a process of classroom, **scenario and practical-based training**. This was subsequently implemented and assessed in the workplace through tailored workbooks. This meant that, rather than earning a one-off completion certificate, participants were required to complete and have their supervisors sign off on skills taught throughout the training programme. This proved to be an effective tool for ensuring that

training is recognised and tracked within the SLP supervisory system and skills are utilised after the project's completion. In line with our practical-based training approach, we also designed and ran a **multi-agency role-play exercise**, involving 54 participants including 36 police investigators and eight police trainers. The purpose of the exercise was to cement working relationships between police, investigators, prosecutors and the judiciary and test new procedures in simulated hearings. In total, 4583 investigations were carried out using newly taught procedures and the Local Attorney General Office (AGO)'s Prosecutors reported that case file submissions improved as a result of our training.

**Building up a cadre of trained Fingerprint Officers** - With over half of staff at the Fingerprint Bureau (FPB) retired or not sufficiently qualified, there was a pressing need to recruit and train new members. Following a rigorous selection process, we trained a cohort of new fingerprint officers, followed by an intensive 15-month period of coaching and mentoring. This resulted in the FPB operating at unparalleled levels of productivity. Within a period of 13 months, the FPB processed 4583 fingerprints which in comparison to 224 being recorded the previous best year represented a significant achievement. Building on a freshly trained, re-skilled workforce, 173 'Hits' or criminal identifications of recidivist offenders were furthermore made during the programme, something which was previously impossible in Somaliland.

#### **(ASI) SOMALILAND CAPACITY BUILDING FOR POLICE COUNTER-TERRORISM UNIT (£3.2M, 2012 – 2015, FCO)**

Between 2012 and 2015, ASI worked with the Ministry of Interior and Somaliland Police Force (SLP) to strengthen their counter-terrorist operational capabilities through a combination of technical assistance, **training, mentorship and material support**. One of the key elements of the programme was the formation of a **Counter Terrorism Unit (CTU)**.

We designed and delivered a comprehensive training programme to 39 participants, covering both senior police leadership and officer-level staff, including female officers. This comprised nine modules including **counter terrorism investigation, managing intelligence, interviewing techniques, preserving and recording evidence, bomb scene management, disaster victim identification and forensics (in particular fingerprint)**. This included **practical demonstrations**, such as live explosions and each module was concluded with a 5-day practical exercise, involving members from various department (National Intelligence Agency (NIA), Custody Corps, Immigration, Coast Guard, Attorney General's Office). We also delivered training on **multi-agency intelligence** to officers from CTU, Special Branch, NIA, Immigration Department, Military Intelligence and Correction Corps with the objective of supporting an effective CT intelligence sharing process.

As part of the formation of the SLP's CTU, we provided strategic advice and training to the SLP leadership on areas such as **leadership, strategic planning, policy formulation and operational and organisational management** capabilities. In total, over 60 police officers and members of SLP leadership were trained.

#### **(ASI) SECONDEES TO THE S6 SECRETARIAT (£6.3M, 2016 - PRESENT, FCO)**

In July 2016, the "S6" Group, comprising (UN, EU, Turkey, UAE, UK and USA) was established to support the coordinated restoration of sustainable security in Somalia through the implementation of the Comprehensive Approach to Security (CAS). The CAS encompassed six strands:

1. Enabling AMISOM Operations;
2. Developing Ministry of Defence & Somali National Army Forces;
3. Developing Ministry of Internal Security, Police, NISA, Immigration, & Maritime;
4. Developing Ministry of Justice, Custodial Corps, & Justice Sector;
5. Federal Government of Somalia Stabilisation progress & CRESTA
6. Preventing and Countering Violent Extremism (P/CVE)

A "S6 Secretariat" was created to maximise coherence and facilitate a shared donor approach to mutual accountability with the Federal Government of Somalia (FGS) on its security sector reform. Following the London Conference on Somalia in 2017, the responsibility for taking forward the CAS transferred from the UN to the FGS. Since October 2016, ASI has been deploying secondees on behalf of the British Embassy in Mogadishu to the S6/CAS Secretariat to provide **mentorship and high-level strategic advice** to various Somali security institutions. This includes:

- ❖ Mentoring support to the MoIS, Office of National Security (ONS), MoD and CAS Secretariat to help enhance **stakeholder coordination** on all policy and mutual accountability related issues, as well as the delivery of the CAS roadmap. So far, this has resulted in the endorsement of the Internal Security Strategy and the Somali Federal and State Police Plan and the implementation of a new national MoIS management architecture.
- ❖ Strategic advice and mentoring support to the Office of the Prime Minister on **monitoring and evaluation** and CAS analysis, as well as support to the Security and Justice Road Map Delivery Unit in establishing more formalised and inclusive institutional approaches.



- ❖ Mentoring support to the MoD on revising the National Defence Strategy and solidifying priorities for enhanced **institutional capacity**. This includes advice on staff training, finance management, a structural review of civilian and military roles and responsibilities, as well as the development and delivery of a **communications strategy**.
- ❖ Mentoring support to the Office of National Security, in particular the National Security Adviser on securing UNDP support for the ONS and Regional Security Offices, in addition to advising on **sanctions and other legal matters**.

#### **(ASI) SOMALILAND AVIATION AND BORDER SECURITY MANAGEMENT PROGRAMME (£2.5M, 2012- 2015, FCO)**

Between 2012 and 2015, ASI was contracted by HMG to strengthen aviation and border security at Somaliland's two international Airports (Berbera and Hargeisa), its major sea port of Berbera, and at its major border crossing points. Our work included the following components:

- ❖ **Aviation security:** technical support to key GoSL counterparts to help adopt and implement appropriate airport security legislation establish an autonomous Civil Aviation Authority;
- ❖ **Airport security:** training and mentoring of a new cadre of Security Equipment Operators (SEOs) at Berbera Airport
- ❖ **Border security:** technical support and mentoring to the Head of Immigration and his deputies to support the adoption of appropriate border security legislation.

Under the airport security component, we selected and trained 48 Security Equipment Operators (SEOs) across the five POE at Hargeisa and Berbera Airports on areas such as **Personal Identification Registration System (PIRS) case working processes, profiling and imposters, passport forgery and document fraud, data capture, and passenger interviewing**. Following the training, we provided practical exercises and follow-up training for over a two-year period. Training of Trainers (ToTs) was given to the best performing SEOs to become instructors at both airports. With support of the training over 300 fraudulent passports were impounded during the life of the programme.

#### **(ASI) DEFENCE TRANSFORMATION AND MILITARY & COASTGUARD INTELLIGENCE (£1M, 2013-15, MOD)**

ASI provided technical advice to the Army Chief of Staff and the Head of the Coastguard on the organisation, conduct and accountability of intelligence forces, including co-ordination with the police and National Intelligence Agency (NIA). We developed and delivered training packages to officers in the Somaliland Armed Forces (SAF) and Somaliland Coast Guard (SCG), and supported reform of the organisation structures of the intelligence units within them. This included:

- ❖ **Intelligence capacity building** through the set-up of a functional intelligence cell, including the recruitment and training of staff on the intelligence cycle and the development of a qualified team of intelligence educators.
- ❖ **Operations capacity building** through the set-up and staffing of an operations cell in army HQ, including the recruitment and training of staff on operations, coordination and military strategic planning, with a select number of trainees undergoing a ToT to become future educators;
- ❖ **Senior leadership mentoring.** With the objective of improving senior leadership, we provided mentoring on general leadership skills as well as operations and intelligence processes to senior officers;
- ❖ **Training capacity building** by training the Army Training Department on course design and methods of instruction.

#### **(SCJS) SUPPORTING COUNTER TERRORISM IN THE MENA REGION (£10K, 2017- 2019, EU) (SCJS) SUPPORTING COUNTER TERRORISM IN THE MENA REGION (£10K, 2017- 2019, EU)**

SCJS was contracted to provide capacity building support in the format of training and exercise- based workshops to security professionals from Tunisia, Algeria, Morocco, Libya, Egypt, Lebanon, Jordan, Syria, Iraq and the Occupied Palestinian Territories. Covering technical topics such as threat neutralisation, counter terrorism command and control, SCJS, trained a total of 60 counter terrorism responders. In addition to training, SCJS also worked closely with security forces from each country to review counter-terrorism operational functions, processes and training approaches and develop improved SoPs and responders' manuals.

#### **(SCJS) SUPPORTING CT & INVESTIGATION TECHNIQUES IN HORN OF AFRICA & YEMEN (12M£, 2016- 2020, EU)**

Since April 2016, SCJS has been based in Nairobi as one of the implementing partners in a four-year EU-financed Law Enforcement in the Greater Horn of Africa and Yemen project, aimed at enhancing the capacity of intelligence and law enforcement officials to disrupt acts of terrorism and take legal actions against terrorism suspects. Leading on the counter terrorism intelligence and investigation segment of the programme, SCJS is responsible for designing and training to over 600 members of the police force, gendarmerie, security services, anti- terrorism and criminal justice officials across Somalia, Sudan, Djibouti and Kenya. Training covers subjects such as intelligence management, case management and development, use and management of special investigation techniques, forensic methodologies, preventive strategies and regional and international cooperation, and included interactive exercises throughout all training modules. To promote

sustainability, training was followed by a period of remote monitoring and ToT sessions, resulting in an informal network of professional investigators, intelligence and security personnel engaged in the fight against terrorism.

**(SCJS) CAPACITY BUILDING FOR MEDICAL PREPAREDNESS AND RESPONSE TO CBRN INCIDENTS IN MENA (£2.5M, 2016 - 2019, EU)**

SCJS is currently delivering an EU-funded project that aims to build sustainable capability across the region (i.e. Iraq, Jordan and Lebanon) to prevent and respond to Chemical Biological Radiological Nuclear (CBRN) incidents. As part of its support, SCJS established a **self-sustainable national training service centres** in Iraq, Jordan and Lebanon for medical and paramedical responders. This included developing training guidelines, materials and curricula on medical management of CBRN incidents; identifying and training a cohort of 35 instructors in each country, as well ensuring training centres are provided with the necessary equipment.

**(SCJS) PUBLIC ORDER MANAGEMENT IN TURKEY (£1.2M, 2017 - 2019, EU)**

The SCJS worked closely with the Ministry of Interior (MoI) in Turkey, in particular the Chief Civil Administrators and Chief Civil Inspectorate, to improve the effectiveness and accountability of public order management in a human rights' compliant manner. This included the **development and roll-out of tailor-made governance models for crowd control and effective investigation** of alleged breaches through training seminars to Chief Civil Inspectors, Effective Investigation and Chief Civil Administrators and Senior Law Enforcement Officers. This included the introduction of a disorder and decision model, as well as updated roles for Chief Civil Administrators and Civil Inspectors. In total, 800 Chief Civil Administrators and 400 law enforcement officers were trained on crowd control models and 100 Civil Inspectors on investigating law enforcement personnel who alleged to have breached the national standards and procedures in respect to crowd control.

**(MAGENTA) STRATEGIC COMMUNICATIONS IN SUPPORT OF JORDAN'S NATIONAL NETWORK FOR SOCIAL COHESION AND NEGOTIATION SKILLS (£66K, AUG-DEC 2019, MERCY CORP (CSSF FUNDED))**

Magenta was commissioned to build the public profile of the Jordan's National Negotiators Network, a group of trained conflict resolution community members across all governorates of Jordan which was established in 2018 via a CSSF-funded project implemented by Mercy Corps Jordan. Through a combination of technical advice, communications training and on-the-job mentoring, Magenta is supporting the Network in increasing its public profile and building the Jordanian public and government's understanding of, and trust within the Network. This included working closely with the Network to develop a communications and advocacy strategy and supporting its roll-out through formal training, as well as one-to-one coaching.

**(MAGENTA) MOI AND MOJ COMMUNICATION CAPACITY BUILDING IN LIBYA (£120K, AUG-DEC 2019, UNDP)**

As part of UNDP's stabilisation program in Libya in 2019, Magenta was contracted to build the media and communications capacity of the Ministry of Interior (MoI) and the Ministry of Justice (MoJ). Magenta is providing ten training courses to Ministry of Interior (MoI) and Ministry of Justice (MoJ) staff in different areas of communications, including media broadcast, audio-visual production, storytelling, website management and social media, public outreach and monitoring and evaluation. In total, 24 government officials, including senior leadership, will undergo training. In addition, Magenta is providing advisory support to both Ministries in delivering a communications strategy and implementation plans, including mass and social media activities, public outreach and community engagement. Magenta is also upgrading the websites of both Ministries to accommodate the required changes given developments in Libya and the public's need for information and resources.

**(IN2) COMMUNICATIONS SUPPORT TO IRAQI JOINT CRISIS AND MONITORING CENTRE (£700K, 2018, UNDP)**

In 2018, IN2 streamlined communications for the Iraqi Joint Crisis and Monitoring Centre as part of a UNDP-funded comprehensive disaster preparedness training programme. The Centre is tasked with enhancing efficiency in crisis management to ensure the safety and welfare of civilians during disasters and crises. Leadership courses supported public engagement and media skills for senior Iraqi security officials, including press engagements, town halls and effective media engagement which include traditional press and online engagement. Following the courses, officials were able to deliver clear and compelling narratives that reassured the public and transferred critical information. IN2 developed simulation exercises and digital tools for information sharing, on-demand classes and interactive problem-solving sessions (using video, games, quizzes, etc.) The IN2 team designed the Mosul Dam crisis communications plan on behalf of the UNDP, including public safety and public service announcements and guidelines for public officials.