

- **Output 3: Gen Bassam Boutros** is responsible for Output 3 crisis management activities. Gen. Boutros' extensive experience derived from a 30+ year career in the Lebanese military brings a culturally aware approach to emergency planning and management in the Tunisian context. As the former Head of Lebanon's Military Cabinet, he led multi-agency, whole of government responses to a range of emergencies situations, at the presidential, ministerial and operational levels, coordinating civil-military engagement and interoperability. Gen. Boutros is fluent in Arabic, English and French and is directly supported by **Tim Donnelly**, a security expert with 30+ years' experience in CT, policing, intelligence and crisis response. Tim affords ISP critical continuity with the GoT, having been integral to drafting Tunisia's first national border security strategy and CT action plans as the former Senior Strategic Advisor under earlier phases of ISP. He has further notable experience delivering CVE programming for the Dutch in Tunisia and HMG programming in the Sahel;
- **Output 4: Mehdi Trabelsi** is a Tunisian communications expert leading Output 4 activities. Mehdi has 13 years' experience delivering strategic communications campaigns on a range of human security issues within, and on behalf of, the GoT. Mehdi is able to leverage resources from his communications firm, "O10", at no additional cost to HMG, ideally positioning him to strengthen internal and external GoT communication, promoting interoperability and demonstrating their commitment to public security priorities.

1.2 Technical Advisory Pool

Consistent with our demand-driven approach to SSR, we complement our primarily Tunisian and Arabic speaking core team with a pool of international technical advisors, on hand to respond fluidly to the needs of both HMG and the GoT. Our pool brings a deep bench of expertise in CT, policing, crisis response, border security, civil-military cooperation, interoperability and intelligence fusion, coupled with extensive experience working in Tunisia, the MENA region, or on wider HMG programmes. During the Inception Phase, ASI will work closely with HMG and the GoT to finalise the exact nature and scope of intervention deliverables (see Section 2.5 for tentative workplan), and therefore select the specific expertise needed from the pool:

Col. Douglas Hayes (ret) is a defence and security expert with extensive crisis management, civil-military cooperation, and cross-government acumen. As the former UK Defence Attaché to Tunisia, Col. Hay was responsible for brokering and delivering the first UK-Tunisian military cooperation agreement, with a focus on CT and local capacity building. Dougie brings a wealth of SSR experience, an extensive network of GoT contacts, as well as multilingual capabilities in Arabic and French; **Dr David Haines OBE** is a former senior UK diplomat with 25+ years experience in CT strategy formulation, foreign cooperation, and capacity-building across MENA, including Oman, Egypt, Iraq, Nigeria and Israel/OPT. David previously led HMG's CT capacity building programme for the Omani intelligence services, and is a fluent Arabic speaker; **John Deverell** is a highly practiced SSR and border security expert, fluent in Arabic and French, with a detailed appreciation of the MENA region, including Tunisia. He is a former Director of Defence Diplomacy in Whitehall and Army divisional commander, and has extensive FCO and cross government experience, including as a senior military adviser to chief police constables; **Marc Parker** is an SSR and intelligence fusion expert, with crisis preparedness and operational response experience. Marc led the assessment of CT intelligence coordination functions and capacity, and design of improved structures and processes throughout the MENA region, as well as oversight of institutional development and training plans for major intelligence fusion centres.

1.3 Project Advisory Pool

Barbara Chalhaf provides local expertise on the Tunisian political economy and will lead stakeholder mapping during the Inception Phase, as well as ad hoc SitReps on changes to GoT personnel and institutional mandates. Barbara is a Dutch-Tunisian dual-national, based in Tunis, fluent in Arabic, French and English, and will ensure ISP activities remain ahead of political headwinds and respond to the constantly evolving operating context; **Kathleen White** has a decade of experience designing SSR M&E and gender inclusive programmes. She will advise on robust monitoring, reporting, evaluation and learning, including the finalisation of KPIs and results framework, and gender mainstreaming during the Inception Phase. Kathleen is based in Tunis and is fluent in French; **Dr Henry Smith** is a conflict and security expert with 24+ years' experience in MENA, including Tunisia. Dr Smith has extensive experience designing, implementing and evaluating SSR programmes and will support the coherence of the Inception Phase; **CENAFFIF** is a Tunisian organisation specialising the creation and delivery of targeted training courses and will advise on tailoring impactful capacity building activities to the local context and GoT institutional cultures.

1.4 Scalability and Quality Assurance

ASI have demonstrable success delivering adaptive SSR programming across the MENA region. Our capacity for uplifts and downsizing is made possible by our Technical Advisory Pool of experts, who can mobilise quickly and rapidly deploy in response to evolving operational needs. This allows for programme iteration and agile scalability in line with emerging priorities. This technical backstop is bolstered further by our Project Advisory Pool, who support the programmatic adaptations necessary to scale effectively, at pace. The combination of these parallel pools also allows us to assess the effectiveness, relevance and quality of interventions throughout the design and delivery of the project, coordinated and overseen by the ISP Project Manager.

Name	David Haines	Role	CT Adviser - Intelligence
Qualifications	» Bristol University, UK: PhD in Communications Engineering		1986-1989
	» University of Bath, UK: MEng in Electronic Engineering		1985-1986
	» University of Bath, UK: BSc in Electronic Engineering, Class 2:1 (Hons)		1981-1985
Country experience	Iraq, Syria, Oman, Egypt, Afghanistan, Nigeria, Tunisia, Israel/OPT		

Summary of Experience

David is a former senior diplomat with the British Foreign Service with over 25 years' experience specialising in counter-terrorism analysis, strategy formulation, cooperation with foreign agencies and capacity-building across the Middle East and Africa. He has led teams responsible for managing co-operation on CT investigations between security services in Oman, Egypt, Iraq, Nigeria and Israel/OPT and their HMG counterparts. As Head of Strategic Relations at the British Embassy Oman, David led the capacity building programme for the Omani services and successfully established modern CT investigative techniques across the services and secured assurances on human-rights compliance. In Egypt and Iraq, David conducted assessments on their security services' compliance with human rights in order to determine to what degree HMG should implement capacity-building programmes for these organisations. In both instances, he secured assurances of compliance in specifically-defined areas. David is a fluent Arabic speaker with a strong and nuanced understanding of Middle Eastern and Islamic cultures. He is able to build and maintain close working relationships with local counterparts across security and government institutions, whilst displaying the highest levels of tact, diplomacy and sensitivity. David is also security cleared to DV level.

Employment history

2016 - 2017	British Embassy Oman, (Muscat), Head of Strategic Relations Team
2015 - 2016	British Embassy Iraq, (Baghdad), Head of Counter Insurgency Team
2011 - 2014	British Embassy Egypt (Cairo), Head of Analysis and Counter Terrorism Team
2010 - 2011	Joint Terrorism Analysis Centre, UK, Head of Thematic Analysis Team
2009	British Embassy Afghanistan (Lashkar Gah), Head of Counter Terrorism Team
2008 - 2009	Counter Terrorism Department, UK, Head of Counter Extremism Team
2006 - 2007	British Consulate Iraq (Basra), Iraq, Deputy Head of Military Liaison Office
2005 - 2006	Middle East Department, UK, Head of Iraq Analysis Team
2003 - 2005	British High Commission Nigeria (Abuja): Head of Political Affairs Team
2000 - 2003	British Embassy Syria (Damascus): Head of Regional Reporting Team
1993 - 2000	Various roles within FCO, including CT Adviser positions in Tunisia, Israel/OPT, and UK

Selected Roles

Oman, British Embassy (Muscat): Head of Strategic Relations Team, 2016-18

David led the team dealing with the influential Omani Royal Office on strategic issues, including counter-terrorism and regional conflicts. He managed the capacity building programme for the Omani services. Achievements include:

- Successfully re-establishing the relationship with the Omani services on counter-terrorism co-operation and securing sufficient assurances on human rights compliance to allow for a positive assessment of Omani performance, thereby ensuring friction-free exchange of information. This required careful relationship management with the Heads of Service (Omani Royal Office, Internal Security Service (ISS)) and rapid responses to issues which could prove problematic (such as HMG statements implicating the Omanis in weapons smuggling to the Huthi in Yemen). It was also necessary to achieve a delicate balance between direct co-operation with ISS and the Royal Office's demand that all liaison activity went through them.
- Improving the flow of CT information, which allowed individuals with links to Islamist extremism to be highlighted to the Omanis. As a result, the Omanis were transparent with the ensuing investigation and with the results from the surveillance placed on the subjects (by a UK-trained and mentored surveillance team). This transparency allowed Omani adherence to due process to be assessed positively, reinforcing confidence in continued cooperation. This fed into a robust Omani judgement that the individuals had not transgressed Omani law.
- Leading the programme of assistance to establish modern CT investigative techniques in the Omani services. For the first time the Royal Office and ISS agreed to establish a joint team to be trained in cutting-edge target discovery work and the sharing of datasets. By early 2018 this had produced new leads for investigations, prompting the team to question current system shortcomings, particularly the services' reluctance to co-operate and share information.

Iraq, British Embassy, Head of Counter Insurgency Team, 2015-16

David led the team responsible for delivering a step change in the Iraqi government's ability to tackle strategic insurgency and terrorism threats. He delivered capacity building projects to the Iraqi security services in a high risk

environment. David was also responsible for building relationships with the key Iraqi Government departments responsible for the security of Baghdad and countering Islamic State. Achievements include:

- Initiating a re-assessment of HMG support to the Iraqi security sector, which was focussed on one service, particularly on their ability to provide better information on security and terrorism threats, and re-evaluating the benefits to the Iraqi government and how this meshed with HMG objectives. He recommended and implemented a change in focus to a new programme based on a different service, while maintaining relationships with three of the security services. The programme promised lasting and substantial change in that service.
- Instigating a programme to provide analysis equipment to three Iraqi services, alongside an assessment of the services' level of technical expertise and their ability to store, use and share information in a compliant form. This produced rapid results in exploitation of suspects' digital devices and an ability to produce admissible evidence.
- Launching a ground-breaking project with an Iraqi service to provide better information on UK nationals fighting with ISIL in Iraq and Syria. David secured assurances on human rights compliance from the service, displaying careful judgement of their performance and practices.
- Participating in a UN-led programme to drive a rationalisation of the Iraqi security sector. David provided expert evidence to the process in co-operation with US and European counterparts.

Egypt, British Embassy, Head of Analysis and Counter Terrorism Team, 2011-14

David led the team advising senior UK Government officials on security and counter terrorism issues. He managed relationships with Egyptian Government stakeholders following the January 2011 Revolution. David also championed co-operation on security and counter terrorism issues, including the provision of limited capacity-building projects to the Egyptian security services during a period of strained UK-Egyptian relations. Achievements include:

- Following the 2011 revolution, instigating a thorough analysis of the performance and human rights compliance of the Egyptian services to inform the political imperative to support the transition to democracy. This produced a mixed picture and clarified that there had been no change in the basic culture of the services or key personnel. This judgement was reinforced after the counter-revolution in 2013 and co-operation was largely suspended.
- Initiating a review of the effectiveness of capacity-building programmes with the Egyptian services over the previous ten years. This resulted in a scaling-back of the existing programmes and much-reduced expectations for what they would realistically achieve.
- Successfully improving co-operation with the Egyptian services to deny entry to UK subjects of interest to Egypt who were part of ongoing investigations. This included verified evidence of human rights compliance by the Egyptian services in the limited circumstances where they had provided assurances.

UK, Joint Terrorism Analysis Centre (JTAC), Head of Thematic Analysis Team, 2010-2011

David led a 40-strong team producing reports for senior UK Government official on terrorism issues, including terrorist financing and exploitation of security weaknesses. He was responsible for senior stakeholder relations, including for the briefing of senior UK and foreign government officials. David also reorganised the team to improve efficiency and quality of reports, which produced high-impact interventions for key UK Government stakeholders. Achievements include:

- Leading the UK triage analysis process following the capture of documents from Osama Bin Laden's Abbottabad compound to ensure that any UK-relevant threat information was accorded the correct priority and acted upon.
- Leading the 4-Eyes "STIG" process which evaluated evidence on terrorist use of CBRN techniques and materials. He championed this authoritative assessment in advance of consideration of security measures for London 2012 Olympics, which produced a sensible and cost-effective set of measures for mitigating the threat.
- Leading the production of joint threat assessments with overseas services on a variety of subjects including terrorist use of cyber-attacks and combatting extremist ideology.

Afghanistan, British Embassy, (Lashkar Gah), Head of Counter Terrorism Team, 2009

David led the team within the Helmand Provincial Reconstruction Team responsible for working with the Afghan NDS on counter-insurgency (COIN) co-operation. This included managing the exchange of information to facilitate NDS COIN operations, reconciliation efforts, and delivery of capacity-building programmes. Achievements include:

- Managing the exchange of information with Helmand NDS on individuals of interest and identified areas where information collection could be improved. Initiated detailed discussions with case officers on key investigations.
- Managing the creation of an NDS arrest force which was trained by the UK military. He managed the provision of equipment, funding, selection and targeting. This included daily efforts to overcome frictions between NDS Helmand and their UK counterparts.

UK, OGA Counter Terrorism Department, Head of Counter Extremism Team, 2008-2007

David led an 18-strong team undertaking innovative projects to counter extremism. He managed programmes with overseas security services to promote projects designed to neutralise the effect of extremist propaganda.

- Leading projects with third country services to produce material which would have credibility with vulnerable extremists and could be distributed in order to counteract the spread of extremist ideology.
 - Briefing senior UK and third country officials on the findings of UK agencies on radicalisation and the factors which had been identified as relevant. He briefed on the UK PREVENT programme and what had been learned about the results of different initiatives.
 - Leading research into innovative techniques and projects designed to counteract extremism.
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Name	John Deverell	Organisation	Adam Smith International
Qualifications	» Royal Military College Sandhurst; » Cambridge university (MPhil in International Relations); » Kent University Business School Executive Education Programme		
Country experience	Libya, Tunisia, Egypt, Algeria, Morocco, Jordan, Lebanon, Syria, Iraq, Saudi Arabia, Yemen, Oman, UAE, Israel/ Palestine, Belize, Guatemala, Northern Ireland, Somalia		
Role on PIP	Border Security Adviser		

Summary of Experience

Internationally recognized security, leadership, risk assessment and risk mitigation expert. Security Sector Reform and border security expert who has provided advice and programmatic recommendations on border management to governments on: Jordanian borders with Syria, Iraq and Saudi; Lebanon; Saudi Arabia's border with Yemen; Libya's border with neighbouring countries; Tunisia; the borders between the OPTs and Israel, Northern Ireland; Belize and Guatemala.

John has access to and experience of working with top diplomatic, business, government and military ranks. John has deep experience of the Middle East and North Africa – and worked in every MENA country less Iran. He is highly articulate on paper and verbally, briefing for many years up to the top level of governments and business. He is a former Director of Defence Diplomacy in Whitehall and Army divisional commander. He has worked for FCO for many years, has extensive cross government experience and has been a senior military adviser to chief constables. John is British and speaks Arabic, German, Portuguese and French.

Selected Roles

Lebanon/Syria, Independent SSR and border management consultant - Border management: *For over a year John was the Capability Integration Manager helping to establish and run a high-profile project to help secure this topographically and politically challenging border.*

- Endorsed at the highest levels in the Lebanese and British governments and enabled by an initial British government £50million spend, the project was designed to enable the Lebanese authorities to increase control over their border with Syria. This was to counter terrorist and other illegal elements transiting the border to fight for or against Assad's forces – respectively Hizbollah and their allies on the one hand, and Sunni extremists on the other. The project had additional importance in its assistance to the Lebanese authorities to counter terrorist elements transiting as far south as Beirut, seeking to destabilize the Lebanese government with car bombs and by other attacks.
- To make this happen, John was responsible for drawing together all the threads of a wide-ranging programme of support. This included his writing and promulgating the operating principles for the Lebanese armed forces and spending many days on the ground, adjacent to the border, to understand the problems and help the Land Border Regiments and supporting elements to put into practice the doctrine and operating principles that he had written. He did this through monitoring, mentoring and workshops.
- The team also engaged, through a neutral Lebanese agency, with the civilian communities who lived along the border, in order to ascertain the local effects of the project and adjust inputs. Not only has the programme been judged a marked practical success against a variety of challenging metrics but it has also had very significant political value to both the Lebanese and the British governments at the highest levels, and it continues today as a tangible demonstration of its value.

Jordan/Syria/Iraq/Saudi Arabia, Independent SSR and border management consultant - Border management: *Tasked by the British Embassy in Amman (specifically by CTEN - "Countering Terrorism and Extremist Networks" department within the embassy) to gain insights into the risks and the existing arrangements for border security and management.*

- HMG's "strategy for Jordan 2017-2020" suggested that it was possible for foreign terrorist fighters to use Jordan as a transit country and move to other countries to conduct attacks.
- John and border management adviser Shaun Anton were tasked by the British Embassy in Amman (specifically by CTEN - "Countering Terrorism and Extremist Networks" department within the embassy) to gain insights into the risks and the existing arrangements for border security and management - and then to make recommendations for what more might be done locally and by international donors. This work was completed over three months to early 2019, culminating in a full written report and formal presentations.

Libyan borders with all surrounding countries, Independent SSR and border management consultant - Border management: *John was deployed with elements of his brigade headquarters to Libya on several occasions in order to advise the Libyan authorities on improving border security.*

- In return for assurances from the Libyan regime at the highest level that they were giving up their WMD programmes and following John's participation as a member of a small top-level visiting team (headed by Field Marshal Lord Inge) to Tripoli, he deployed with elements of his brigade headquarters to Libya on several occasions in order to advise the Libyan authorities on improving border security.

- Escorted by Libyan senior officers, John visited several sections of Libya's sub-Saharan border. Following his briefings to top-level Libyan officials on how they could improve their border security, John then advised the British MoD on how the Libyan authorities might be assisted to that end.
- Much later, when deployed to Tunisia, and following the murder of British tourists in Sousse, John advised British officers attached to the British embassy in Tunis on their work to assist the Tunisian authorities with their border security with Libya.

Saudi Arabia/Yemen, Independent SSR and border management consultant - Border management: *As Defence Attaché to both countries, John advised the Saudi Ministry of Interior on how they could improve their border operations.*

- As Defence Attaché to both countries, John advised the Saudi Ministry of Interior on how they could improve their border operations.

Israel/Gaza, Independent SSR and border management consultant - Border management: *As the senior British adviser to the US Security Coordinator during John's deployment to live and work in the Palestinian Territories for over one year, he advised on the improvement of border security operations on the crossing points between Israel and Gaza.*

- John received the following accolade, in writing, as communicated to senior British interlocutors: "An absolutely brilliant performance by the finest senior strategic mind I have ever encountered" (Lt Gen K. Dayton, United States Security Coordinator to US Secretaries of State Rice and Clinton).

Northern Ireland/Republic of Ireland, Independent SSR and border management consultant - Border management: *John had personal responsibility for the security of sections of the border with the RoI.*

- During multiple tours of NI, up to and including commanding an infantry battalion, John had personal responsibility for the security of sections of the border with the RoI. This work included aspects of a classified nature.
- He liaised closely with Special Branch on both sides of the border.
- He was responsible for integrating all relevant intelligence and operational capabilities.
- Later and in a more senior role John liaised directly with HM Ambassador in Dublin and his staff.

Global, Independent SSR and border management consultant - Border management: *John worked for the Stabilisation Unit, British Government from 2013 to present.*

- Senior Security and Justice Advisor on the roster of senior Deployable Civilian Experts in the British Government's Stabilisation Unit (SU).
- Advised HMG for West Africa and Iraq. Appointed as Senior Disarmament Adviser for FCO for Libya, 2015-2016. Advised DFID on humanitarian access to Yemen, 2015.
- Outside the SU, worked on other government stabilization projects: advised Lebanese armed forces on border security to mitigate effects of Syrian war, 2013-2014. He has also provided advice to Libya and Tunisia on border security.
- Subsequently, similar work in Jordan on borders, for FCO, 2018-2019, focused on border management and security. Was the only non-Arab member of the UN mediation team for disarmament talks for Yemen, 2016.
- Worked for the EIP and FCO on Syria on SSR and DDR. Advised top leadership of the Somali government in Mogadishu, 2016-2017.

Palestinian Territories, Senior British Adviser to the US Security Coordinator - Border Security: *From 2007 to 2009, was the first British government servant living and working full time in the Palestinian Territories since the end of the British Mandate, established this new role in order to support institutional reform initiated by Dr. Salam Fayyad, the Prime Minister of the Palestinian National Authority (PNA).*

- Funded by Whitehall's Conflict Pool, working for the PNA's Interior Minister, reporting to the US Security Coordinator and operating alongside the Quartet Representative, led on initiatives to build an accountable and effective Palestinian security capability.
- During this period, John advised on the improvement of border security operations on the crossing points between Israel and Gaza.
- John also played a key role in negotiating security concessions from the Israelis. Enabled trade opportunities for the Palestinians of the Jenin governorate, working with senior Palestinians and Israelis. Helped improve life for the Palestinians within the strategic objectives of encouraging their moderates and giving confidence to the Israelis that they can live safely alongside a Palestinian state as a basis for a Two State Solution. In London, reported personally to Foreign Secretary David Milliband and Secretary of State for International Development Douglas Alexander.

UK, Director of Defence Diplomacy - Defence diplomacy support to Ministry of Defence: *From 2006 to 2007, responsible for British military training teams operating overseas as well as British defence attachés worldwide.*

- Tasked with reducing the attaché network in order to save £10.5 million, while ensuring that the DA community continued to meet its remit. Responsible for Whitehall's relationships with all foreign military attachés.

UK, Brigade and Divisional Commander - Defence strategy: *Commanded brigade; concurrently held appointment of General Officer Commanding 4th Division in 2006.*

- Responsible for administration of 30,000 soldiers: over one quarter of British Army.
- Supported chief constables on Homeland Security; advised Colombian authorities on their fight against narco-terrorism; engaged top officials in Libya on how they could benefit from giving up WMD programmes; president of the court martial dealing with abuse of Iraqis by British soldiers in 'Camp Breadbasket'.
- Successfully fought for better conditions for soldiers' housing and barracks and oversaw a major rebuild programme to that end.
- John was appointed CBE.

Baghdad, Deputy Commander – Operational intelligence: *Deputy to the US director of the Iraq Survey Group.*

- Played a key part in establishing the Group and in running its operations. Instrumental in disproving the pre-war intelligence on WMD.

Saudi Arabia/Yemen, Defence and Military Attaché - Border Relations: *From 2001 to 2003, Promoted Brigadier for this role; reported to British Ambassadors in Riyadh and Sana'a.*

- Responsible for Defence Relations with each country through 9/11 and beyond. His role included advising the Saudi Ministry of Interior on how they could improve their border relations.
- Instrumental in securing basing in Saudi Arabia in prep for British invasion of Iraq, an initiative of particular sensitivity for Saudi's rulers.
- In Yemen, persuaded the British MoD to change its policy, permitting him to advise local commanders on counter terrorism. Instrumental in persuading US officials to prosecute CT operations by proxy through Yemeni forces rather than by direct US "kinetic" operations.
- Advised commercial companies on local community engagement.