2.1 – Relevant Experience

Below is a brief overview of our experience in each of the output areas, linking, where possible, to the ITT criteria.

Output 1: Increased capacity for cross-government security strategies and ministerial action plans

In **Tunisia**, we worked with HMG from 2015 to 2017 to support central government institutions to adapt and strengthen Cabinet Office systems, procedures and processes for a new era of democratic governance. Phase 1 (Aug' '15-Mar' '16) focused on the General Directorate of Administrative Reforms (DGRA) and aimed at improving the capacity of the centre of Government to undertake strategic planning, co-ordinate reforms across government, support the design of strategies to improve service delivery and increase public administration efficiency. Based on ASI's analysis, the Ministry of Public Service, Governance and Anti-Corruption was created. In Phase 2 (Jun'16 – Mar'17) the scope broadened to support the Secretary General of Government to protect the political neutrality of the civil service, create a new Senior Civil Service cadre, reduce corruption and increase accountability to the public.

In early 2019, we were commissioned by the Home Office to review ongoing border management programmes in **Morocco, Algeria, Tunisia, Libya and Egypt**, assess the remaining needs and make programming recommendations to help HMG address irregular migration at every stage of the migratory journey. Poor inter-agency and international co-operation, bureaucratic institutions, inadequate physical infrastructure and weak human capital affect all five countries, particularly in relation to their southern borders with the rest of Africa. Through face-to-face consultations and phone interviews with NGO and INGO, we identified opportunities for: engagement on international co-operation (e.g. support ongoing information-sharing and alignment initiatives), improvement of the targeting and profiling of interventions (by host country governments and donors), development of effective anti-trafficking legislation and implementation capacity, technological and systems solutions to border management issues, and professional development of border management staff across partner organisations.

In **Afghanistan** we worked on a number of cross-government security strategies. The first was through the Support to Counter Narcotics Institutions Programme (FCO 2005-2010, £14m) where we helped the Ministry of Counter Narcotics develop a counter narcotics mainstreaming policy that was integrated into the Afghan National Development Strategy (ANDS) and approved by donors and the Government of the Islamic Republic of Afghanistan (GIRoA) in 2008. In 2010, we were part of HMG's effort to support GIRoA to develop a National Security Strategy and Plan (Support to ONSC 2010-11), which involved establishing a central unit in the Office of the National Security Council, staffing it and providing the necessary logistical and operational support to develop a costed and prioritised security plan. Over 2010-2013, we supported the Senior Ministry for Governance to coordinate the development of National Priority Programmes in the Governance sector, which included aspects of security sector reform (e.g. anti-corruption and justice sector reform).

In **Somalia**, since 2016 ASI been deploying advisers on behalf of the British Embassy Mogadishu to maximise coherence and facilitate a shared donor approach to mutual accountability with the Federal Government of Somalia (FGS) on its security sector reform. The first phase embedded an advisor in the National Security Office where they supported the capacity building efforts of the National Security Council including advising on the implementation of the National Security Policy. The second phase, **Secondees to the S6 Secretariat,** and its successor the **Comprehensive Approach to Security (CAS)** project provided high level strategic advice on issues such as AMISOM transition and strengthening the coordination mechanisms of Somali security institutions. ASI advisers were embedded across the full range of security institutions and the Somali Prime Minister's Office. Programme interventions worked to enhance cross-government security sector working and supported the development and implementation of strategies at ministerial level.

In the area of intelligence fusion and joint operations, The ASI-implemented **Mogadishu Security Programme (MSP)** ('14-'18) was designed to support the Federal Government of Somalia in developing a multi-agency security capability through building effective joint agency collaboration. The project created the only functioning Somali-led multi-agency security organisation, the Joint Operations Coordination Centre (JOCC) which was then supported by ASI.

Output 2: Enhanced capacity to analyse training needs and develop training strategies and courses

Between 2014 and 2016 ASI delivered the **Somaliland Police Reform Programme (PRDP)** on behalf of HMG where ASI provided training in criminal investigations and case management to police cadres across Somaliland's regions, and developed SPF leadership capabilities at HQ level. The programme strengthened coordination between the central training department, the national police college, and three regional police headquarters concerning the content and delivery of investigations training. A total of 164 police investigators, including 35 female police officers, were trained and mentored under the programme. A successful programme with 85% of logframe targets achieved or exceeded, amongst its activities were significant contributions to the capacity of the Somaliland Police to design, deliver and evaluate training. PRDP consulted on and obtained buy-in for the Somaliland Police Force Training Strategy. The Strategy set out the Force's future training approach, ensuring that training was well defined and supportive of Ministry of Interior's strategic objectives. Successfully adopted by the senior stakeholder, the PRDP strategic plan included the re-structuring of training plans under a 'centralised administration, local delivery' approach, scenario-based training, and evaluated workplace learning practices to formalise a culture of debriefing and reflection. Evidence of the change in institutional practices can be seen in the new implementation of Professional Development Plans by 12 Police departments by project end.

PRDP also addressed the need to effectively develop the frameworks through which the beneficiary could monitor training requirements through the creation of bespoke training and personnel databases. Using these tools, the Somaliland Police were able to accurately monitor and address the effective distribution of skills nationally for the first time. To ensure that project interventions would continue to be effective, advisers identified a cohort of 11 police trainers, and delivered a tailor-made 13-day Training of Trainers course to these individuals on how to design, deliver and evaluate training activities.

In **Somaliland** ASI implemented a **Defence Transformation Programme** ('13-'15) intended to strengthen the strategic and operational capacities of key Somaliland national security institutions. Within a workstream to promote the professionalisation of the Somaliland Army, this included the establishment of a Course Design Cell (CDC) and developed a Systems Approach to Training and Methods of Instruction. The CDC became capable of designing and delivering all SLNA training activities, including a new Young Officers Commissioning Course, to guide the development of the next generation of SNA recruits.

Elsewhere, for over ten years ASI has been assisting the UK Government in building the capacity of the Palestinian Authority Security Forces (PASF) as a subcontractor and then lead implementer. Through a team of embedded mentors, the **Palestine British Support Team (BST)** have been providing technical assistance, training, and on-the-job guidance on a wide spectrum of technical areas. ASI advisors developed a 9-month practical leadership curriculum with over 1,700 lesson plans in English and Arabic and building the organisational structure and supported the Director of the Central Training Administration (CTA) to strengthen the design and delivery of training including how to design courses and write academic curricula, different delivery methodology and training-related operational matters.

In **Syria**, under the **Access to Justice and Community Security (AJACS) programme** ('15-'18, we developed the capacity of the emerging Free Syrian Police to assess their own capacities for dispute resolution and manage their own training and capacity development process. This started by training trainers in Turkey and Jordan and deploying them across the border to provide training in over 85 police stations across the opposition territories. However, due to the increasing risks we established video-based training centres (VTCs) within opposition-held Syria and provided senior leadership with tools for FSP to assess the needs of their police officers and manage the roll-out of training in response to needs identified. To reinforce the investment in remotely-delivered training we worked on defining and enshrining training standards against which FSP's training cadre could report on the level and impact of training on their police in the field. Over the course of the programme ASI supported more than 95% of Free Syrian Police assets in meeting their planned targets for basic police training: over 3,800 officers trained, and more advanced specialised training delivered to over 600 senior officers.

Output 3: GoT capability to respond rapidly, coherently and effectively to security incidents or other forms of crisis is strengthened and a culture of review, debriefing and learning is embedded

A focus of the **MSP** programme implemented by ASI was the establishment of collaborative security institutions to aid the coherence and effectiveness of daily operations to secure Mogadishu city, and the reactions of security forces to crisis situations. Providing daily mentoring to staff in the JOCC's Joint Intelligence Management Cell and Tactical Operations Cell, the project sought to embed a multi-agency approach to security management and a culture of debriefing through lesson learning exercises. This created an institutional learning culture essential to the development of crisis response and management. For instance, ASI mentors supported local counterparts in writing SOPs for a Gold-Silver-Bronze model of crisis response, which was subsequently instituted in the JOCC. Over 176 officers from the JOCC and contributing agencies were trained on the Gold-Silver-Bronze command model. MSP's work creating a practical curriculum to support multi-agency working meant that the JOCC became a recognised 'Gold' level command, hosting diverse senior government stakeholders in its operations room from where the management of high-profile events such as an IGAD conference was led.

Output 4: GoT is more willing and able to engage civil society in discussion of security strategies and to demonstrate commitment to responding effectively to the public's security priorities

From 2015 to 2017 ASI worked to streamline and improve communications between the government and the media in Somaliland. **The Somaliland Government & Media Communications Project** aimed to build trust and confidence between the government and the media to maintain a regular flow of information to the public about the government's plans, policies, and actions. Based upon a survey of government communication capacity, ASI worked across two primary work streams, the first focused upon improving the internal flow of information within government, ensuring that the government speak proactively and consistently and reducing the occurrence of contradictory statements to media. The second improved government and media relations, bringing together the government and media in a forum designed to address and resolve tension between the two. Through the project, we delivered communications training and guidance to over 200 people, including Ministers, DGs, spokespersons and members of communications hubs. This was supported by the production of a communications handbook for Ministers. ASI established a set of procedures and protocols (such as a Code of Conduct) to ensure information sharing between ministries and supported the government in producing communications material. The project also built potential for residual impact by generating buy-in and support from key government ministries.

The Palestine-based **British Support Team** also supported the Palestinian Government Media Centre though strategic communications guidance: ASI deployed a Senior Adviser to provide strategic communications advice and support to the Palestinian leadership. He advised and mentored the Director of the Palestinian Government Media Centre to support their programme for achieving statehood by maintaining public support. The BST assisted in the development of StratComms diplomas at a local university and monitored Government media output to gauge progress against governance objectives including transparency and accountability.

Another example of where ASI has enhanced capacities to implement multi-stakeholder strategies and plans is the Somalia **Defectors Rehabilitation Programme** ('15 to present) (DHP). Working with the Federal Government's Defectors Support Team (DST), Ministry of Internal Security, and National Intelligence and Security Agency, ASI's core activity is the management of a rehabilitation centre for defectors from the Al-Shabaab terrorist group. ASI's Rehabilitation Support Team (RST) expanded its remit to support the design and implementation of the National Programme for the Treatment and Handling of Disengaged Combatants (NP). ASI advisers played a lead role in facilitating multi-stakeholder discussions bringing together all relevant implementing partners, donors, ministries, and the UN. ASI advisers have provided guidance on all aspects of the Programme. Strengthened technical capacity enabled the DST in turn to offer more focused and strategic guidance to the wider Federal Government, UN and international donors on the NP, bolstering the effectiveness of the programme as a whole.