



## ROBERTO BORLINI: BA (BOLOGNA.), MA (SUSSEX)

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### PROFESSIONAL PROFILE

ROBERTO BORLINI IS AN EXPERIENCED CONSULTANT WITH EXCELLENT KNOWLEDGE OF THE ROM (RESULTS-ORIENTED MONITORING) METHODOLOGY DEVELOPED OVER 6 YEARS CONDUCTING MONITORING MISSIONS IN ACP AND LATIN AMERICA FOR THE EUROPEAN UNION EXTERNAL MONITORING PROGRAMME. HE HAS A DEEP COMPREHENSION OF EU AID POLICY, ITS PROGRAMMES AND BUDGET LINES; EXPERIENCE DESIGNING, MONITORING AND EVALUATING DCI, ECHO AND DIPECHO PROJECTS; BROAD FIELD EXPERIENCE IN CLIMATE CHANGE ADAPTATION AND SUSTAINABLE MANAGEMENT OF ENVIRONMENTAL RESOURCES; EXCELLENT KNOWLEDGE OF PARTICIPATORY METHODS, SURVEYS AND RAPID APPRAISAL METHODS; ABILITY TO ANALYZE AND INTERPRET QUALITATIVE AND QUANTITATIVE DATA.

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### CONTACT DETAILS:

#### Global Emergency Group LLC

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### CURRENT POSITION

Global Emergency Group, Middleburg, VA, USA and London, UK

CONSULTANT

### RELEVANT PROFESSIONAL EXPERIENCE (2007 to present day)

#### May-October 2013

##### European Union (Conseil Sante')

Final evaluation of EU funded project "Natural Disaster Facility" in Africa/Caribbean/Pacific Group of countries. Formulation of ad hoc methodological approach integrating OECD-DAC criteria with outcome harvesting in order to evaluate project performance and glean lessons learnt in capacity building of regional organizations. Drafting of inception report/final report and coordination of data collection and analysis.

#### 2008 - present

##### European Union (Eptisa S.A.)

External monitoring and evaluation of European Union Development Aid Programmes, writing project reports and providing assessments to regional delegations of the European Commission and to implementing partners on the efficiency/effectiveness/sustainability of their activities. I monitored 20+ projects using OECD-DAC methodology,



## HUMANITARIAN RESPONSE CONSULTING

specializing in climate change adaptation, food security and sustainable management of environmental resources. I have wide experience in both on-going and ex-post monitoring with a variety of implementing organizations: national and international NGOs, local and national public administrations and United Nations Agencies. External monitoring focuses on providing technical support to implementing organizations by improving project design (logical framework), management (procurement and logistics) and monitoring (baseline data, data collection tools, quality of data). Monitors also provide European Union Delegations with field assessments of individual projects' performance and overall effectiveness of thematic programs.

### **August – December 2012**

#### **UN Foundation (Global Alliance for Clean Cookstoves)**

Developed the 2012-2020 M&E strategy for the Global Alliance for Clean Cookstoves. The M&E plan is a comprehensive framework designed to monitor the entire cookstove sector, tracking both quantitative (dissemination and adoption) and qualitative (impacts) data. A variety of methodologies are required to track the results, ranging from the highly structured analysis of national household surveys to qualitative methods like outcome harvesting. The plan adopts a specific focus on health, gender, livelihoods and the environment.

### **2007 - present:**

#### **Non Governmental Organizations (GVC, ASB)**

I provide expert advice to national and international NGOs in the identification and design of project proposals and the monitoring and evaluation of development and humanitarian projects. I help organizations to increase the impact of their interventions by strengthening their capacities in using different methodological approaches (logical framework and outcome mapping) and tools (stakeholder analysis, SWOT, problem trees and Alignment, Interest and Influence Matrix) for project lifecycle management. I developed project proposals for a wide range of donors including AGIRE (Italian Agency for Emergency Response), the European Union, the Italian Ministry of Foreign Affairs and UN agencies.

### **January – March 2010:**

#### **Gruppo di Volontariato Civile (GVC)**

Post-disaster needs assessment to bring immediate relief to the population affected by the January earthquake. Coordinated the relief and recovery effort of the Italian NGO GVC following the earthquake. My job responsibilities included, but were not limited to, the coordination of food distributions, project identification and design, management of donor relations, partners and suppliers, development of a medium-term strategy in Haiti and of a long-term strategy to better cope with future emergencies world-wide. Developed proposals for AGIRE (Italian Agency for Emergency Response), ECHO, UNICEF and WFP for increasing food security of rural populations and the distribution of food and non-food items, including solar flashlights and fuel-efficient stoves. Liaised with the Italian Civil Protection for the coordination of food distributions, damage assessment of residential units and infrastructure.

### **September - November 2009**

#### **United Nations (World Food Programme)**

Evaluation of the impact of Climate Change on WFP food security interventions. I participated in the evaluation helping to design the most effective methodology to assess ex-post climate change-related projects, creating



## HUMANITARIAN RESPONSE CONSULTING

surveys, collecting, analysing and systematizing the data gathered, drafting summaries and profiles and gleaning lessons learned.

### 2003 – 2006

#### **Gruppo di Volontariato Civile (GVC)**

Supervised the management of EU and Italian Ministry of Foreign Affairs projects in rural development and the protection of disadvantaged minors. Supported an integral approach to reduce rural poverty by strengthening cooperatives and promoting a sustainable use of natural resources. Assisted groups of child workers and street children in their pursuit of fair living conditions through leadership training and advocacy campaigns. Designed new project proposals and secured funding for them from European Commission, Italian Ministry of Foreign Affairs and other sources. Winner of the 2005 Swiss Re Watershed Management Award with a proposal for sustainable water resources management in Lake Titicaca through community participation.

### 2000 – 2003

#### **Secure Edge**

Developed the company's Internet communications strategy and specific marketing strategies for security software products. Designed and edited Internet security newsletter. Assisted in managing partners and contractors.

## EDUCATION

**University of Sussex**, MA in Environment, Development and Policy

**Universita' degli Studi di Bologna**, Laurea in Scienze della Comunicazione (BA)

## LANGUAGES

- Italian: mother-tongue
- English: fluent
- Spanish: fluent
- French: basic

## OTHER SKILLS

Expert user of Excel spreadsheets for both project monitoring, data analysis and accounting. Proficient user of the other programmes in the office suite (Word & PowerPoint), visual presentation software (PREZI) and project management/monitoring tools (MS Project and Xmind). Familiar with GIS software (Arcview and Imagine).



## IAIN BARCLAY LOGAN: D.Agric. (Edin.), MSM (Cdn)

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### PROFESSIONAL PROFILE

IAIN LOGAN IS AN INTERNATIONAL DISASTER MANAGEMENT AND OPERATIONS COORDINATION PROFESSIONAL AND A TRAINER, MENTOR AND MOST RECENTLY A CONSULTANT IN HUMANITARIAN ASSISTANCE FOR A NUMBER OF RED CROSS & RED CRESCENT AGENCIES, THE UN, INGO, GOVERNMENTAL & PRIVATE SECTOR CLIENTS. HE HAS OVER 25 YEARS OF EXPERIENCE IN HUMANITARIAN CONFLICT, COMPLEX AND NATURAL DISASTER MANAGEMENT AT THE HIGHEST OPERATIONAL LEVELS AT BOTH HQ AND IN THE FIELD. HE IS A RECIPIENT OF THE CANADIAN GOVERNMENT MERITORIOUS SERVICE MEDAL FOR ACTIONS DURING THE RWANDA GENOCIDE CONFLICT.

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GEG Web site: [www.globalemergencygroup.com](http://www.globalemergencygroup.com)

### CURRENT POSITION

Global Emergency Group, Middleburg, VA, USA and London, UK

Director:

Humanitarian Consulting:

- Project & Programme Monitoring& Evaluations
- Operations Real Time Evaluations & Impact Reviews
- Technical (Logistics, Shelter, Food Security, Health, WASH etc) Sectoral Assessments
- Strategic Change and Policy reviews
- Systems Planning and Design

**Disaster Risk Management Services:** Disaster Risk Reduction, Preparedness, Response and Early Recovery (DRR+DP+DR+ER = DRM)

- Humanitarian Operations design development & implementation
- DRM Emergency Preparedness & Response planning.
- Relief and Recovery operations and project management systems and tools development
- Training and staff development: DRM training, Emergency Response Team course curriculum design, development & facilitation
- Simulations & Case-based Field exercises



## HUMANITARIAN RESPONSE CONSULTING

- DRM mentoring and coaching services.
- Emergency Operations and Project Capacity Supplementation Staffing: On-site Field and HQ Coordination and Management, Emergency staffing surge support.

### RELEVANT PROFESSIONAL EXPERIENCE (2007 to present day)

**Global Emergency Group, Middleburg, VA, USA**

Project management and consulting experience with diverse group of governmental, international donors and non-governmental clients on projects related to operations management and coordination leadership positions, DRM design and implementation, strategic planning, disaster risk management systems development, national policy development, and humanitarian action training design and course facilitation. Key GEG projects are listed below.

#### **Most Recent activities:**

##### **May-October 2013**

##### **Final evaluation ACP-EU Natural Disaster Facility**

*Final evaluation of EU funded project "Humanitarian Aid, Crisis Management and Post-Crisis Assistance" assistance support to Africa/Caribbean/Pacific Group of countries*

##### **May 2013**

##### **Danish Refugee Council Middle East Regional Office**

*Design and preparation of an Emergency Preparedness and Response Plan and Standard Operating Procedures for the Danish Refugee Council assistance in Syrian Lebanon and other MENA countries*

##### **April 2013**

##### **Royal Roads University, Victoria Canada**

*Expert practitioner lecturer at Disaster Management Masters Practicum*

##### **October 2012:**

*Sida/Harvard University: Co facilitator on Harvard University training staff: ATHA/SIDA Core Course on Managing Humanitarian Operations.*

##### **August 2012:**

*Belgium, Netherlands & Luxembourg Red Cross (BeNeLux): Relief Emergency Response Unit (ERU) Field Training Course.*

- Design and preparation and delivery of advanced field training for BeNeLux Relief ERU.

##### **September 2011- August 2012**

*International Federation of Red Cross & Red Crescent Societies:*

Head of Operations: Horn of Africa Drought Operations (Ethiopia) and Sudan Refugee Population Movement Operation (Ethiopia)

- Functions: Coordinated IFRC both major humanitarian operations for the IFRC in Ethiopia and with the IFRC Zone in Kenya on other Horn Drought appeal activities.
- Represented the IFRC at all GoE/IASC/UN coordination forums.
- Represented the IFRC at the AU on Horn Drought and Sudan/South Sudan refugee activities

University level Disaster Management (DM) Course: Design study, Tehran, Iran.



## HUMANITARIAN RESPONSE CONSULTING

- Member of consulting group working with University of Mumbai, India, Tata Business School to design an under-graduate level Red Cross/Red Crescent DM course.

### Past Experience

*International Federation of Red Cross & Red Crescent Societies, East Africa Zone (IFRC/EAZ: 2006/07*

- Consultancy for the IFRC East Africa sub-region ; Design and implement a new National Disaster Response Team (NDRT) platform including
  - Guidelines and Standard Operating Procedures,
  - Full training curriculum with all modules power point presentations case studies simulations and interactive IT.
  - Field Deployment manual
  - IFRC Support Plan of Action

*Americas Zone: Head of Operations, Haiti Earthquake Haiti: 2010*

Functions: Overall responsibility for the management and coordination of all IFRC partners (26 RC/RC international teams (ERU) and 400 international delegates) in the delivery of integrated humanitarian services including field hospitals clinics and WASH services for CHF 500M appeal and represented the IFRC at all GoH/IASC/UN HCT and cluster coordination forums.

*East Africa Region: 2006*

*Scoping study for British Red Cross supported programme to “Strengthening Regional Disaster Preparedness and Disaster Response in the East Africa Zone”- Lead consultant on detailed regional review*

*East Africa National Disaster Response Team (NDRT) Development:*

National Disaster Response Team (NDRT) Design and deliver new NDRT Guide & Standard Operating Procedures, Training Curriculum and Strategic Plan of Action.– Project Manager for strengthening Red Cross emergency response in the East Africa region through the creation of a new NDRT response training curriculum, deployment SOPs and an implementation plan. The project included a review of the existing NDRT mechanisms within East Africa Region to identify the strengths, weaknesses, opportunities and threats (SWOT).

*Canadian, American, Belgium, Netherlands, Luxembourg Red Cross Societies: annually since 2003*

- **Emergency Response Team Training:** Coordinated 3 separate course curriculum.
- Lead facilitation team in delivery of IFRC core training for new members of the American, Canadian & Benelux Relief Emergency Response Unit.
- Designed sessions and field exercise simulation.



## HUMANITARIAN RESPONSE CONSULTING

### *Canadian Red Cross 2007*

- **International Disaster Response Standard Operating Procedures** – Developed procedures and manual for the consistent implementation of CRCS international disaster response initiatives.

### *Swedish International Development Agency (Sida) 2008-2012*

- **Advanced Training Programs on Humanitarian Action (ATHA)** – Designed coordinated and facilitated an annual delivery of three courses annually...two “Introduction to Humanitarian Action” and one focusing on “Humanitarian Coordination”. Targeted participants included Sida and other government agency staff, Swedish and some European humanitarian agencies and their collective counterpart local NGO agencies in the countries with Sida funded humanitarian activities. The course addressed the increasing complexity and importance of coordination in humanitarian action and was based on a mix of traditional technical teaching with a strong interactive simulation and case study component. The goal was to introduce and review the roles, responsibilities and relationships of the many players and systems engaged in humanitarian coordination including government, the UN system, the Red Cross Red Crescent Movement, Civil Military and other armed actors and the private sector.

### *Government of Kenya/World Vision International: 2008*

- **National Disaster Management Policy Development** – Conducted a comparative analysis of 10 national disaster management systems, policies and structures as well as international best practices and requirements. Reviewed draft and existing policies and sectoral strategies. Conducted interviews of key stakeholders and facilitated policy design meetings with ministerial officials. Facilitated session of National Platform for Disaster Risk Reduction to gather feedback on policy contents. Drafted and finalized comprehensive Kenya National Disaster Management Policy including new standards and regulations for risk reduction, preparedness, relief and recovery and design of new institutions and cooperation frameworks.



## HUMANITARIAN RESPONSE CONSULTING

### *UN WFP: 2009*

- Programme Advisor on **“Strategic Review of the UNJLC/WFP-LCU NFI Common Pipeline for Darfur, Sudan”**. Review pipeline performance since 2004, stakeholder analysis and recommendation on supply chain and management and programming for future continuation of the pipeline.
- Mentor Development Project, Italy: Design and implement a pilot project for senior managers mentoring up and coming new Emergency Response Team leaders.
- Strategic Review of the NFI Common Pipeline for Darfur Sudan. Major review of the future strategy to support the IDP /Refugee population in Darfur. Four core partners WFP, UNICEF, IOM.OCHA coordinate this large and complex operation on behalf of multiple NGO implementing agencies.

### *UN OCHA/IASC: 2008/09*

- **Advanced Training and Mentoring** – Consultant. Advised and implemented training and mentoring for senior cluster team leaders.

### *Other clients for various humanitarian consultancies:*

- UN OCHA
- Tanzania RC
- Canadian RC
- British RC
- PLAN
- ACT
- CRS
- World Vision

## PROFESSIONAL EXPERIENCE CHRONOLOGY

### **International Disaster Management Consultant 2007-2008**

- Consultant to IFRC Field Assessment and Coordination Team (FACT), Emergency Response Unit (ERU), Team Leader & Emergency Shelter Cluster.
- Consultant to Africa Zones for IFRC on set-up of Continental Disaster Management Unit.
- Lead facilitator:
  - International Delegate Basic Training (IFRC, Canadian and American RC)
- Lead facilitator for IFRC:
  - FACT
  - Field Team Leader courses.
  - Emergency Shelter Coordination Senior Practitioners course
- Consultant on UN/OCHA Cluster Leaders Training.

### **International Federation of the Red Cross & Red Crescent Societies (IFRC) 1990-2007**

*Geneva, Switzerland and IFRC overseas field delegations and operations.*

### *Senior Manager Disaster Management Development & Special Projects 2007/07*

- Lead development of disaster management response tools and systems, development of next generation of response team training.



## HUMANITARIAN RESPONSE CONSULTING

- Coordinated of setup of Asia/Pacific Zone Disaster Management Unit.
- Ongoing facilitation of FACT, ERU and other response workshops and training courses.
- Managed new emergencies: Lebanon/Israeli Crisis (August-September 2006). Syria and Cyprus-based support of operations for displaced Lebanese. ICRC Liaison.
- Avian Flu and Human Pandemic Influenza: Disaster Preparedness and business continuity for Red Cross Red Crescent National Societies.

### *Tsunami Operations Liaison and Deputy Head of Delegation 2005*

IFRC Office of the Permanent Observer to the UN, New York

- Served as operational focal point ensuring maximum harmony, clarity between the Red Cross Red Crescent Movement, the UN, governments at both HQ and at the field level. Acted as daily link between the IFRC Secretariat in Geneva, the Delegations in the field and the UN system (specifically: OCHA and the ICRC).
- Represented the IFRC at the IASC and on President Clinton's Special Envoy's Global Consortium for Tsunami Recovery.
- Specifically responsible for the coordination of information from key UN operational units in New York, such as UNSECCORD for security, and the UN JLC for logistics.
- Primarily and initially covered the Indian Ocean Tsunami operations and later, when conditions had changed, provided similar support to other operations such as: Iraq and the Middle East; the Pakistan Earthquake and the Avian Flu threat in Asia; situations in Niger, Chad, Sudan, Zimbabwe, DRC and Uganda, in Africa; and the hurricane season response in the Americas/the Caribbean, specifically Hurricane Katrina.
- Seconded to the US State Department to represent the IFRC on the Hurricane Katrina Regional Management Team for international assistance coordination.
- Wrote, presented testimony to US Senate Committee on Homeland Security "Hearing on Katrina Response."
- UN Humanitarian Reform Review: Represented IFRC at General Assembly/ECOSOC debates and HRR resolution negotiations.
- Represented, advocated and briefed member state missions, and prepared and presented interventions on IFRC position papers on ECOSOC, World Summit and the 60<sup>th</sup> UN General Assembly Resolutions.

### *Head of Operations, Indian Ocean Tsunami 2004*

Geneva & Various Field Locations

- Headed up all IFRC international response to the Indian Ocean Tsunami for the first four months of Asia/Africa Tsunami Operation in 11 countries.
- Coordinated IFRC/ICRC joint response systems.

### *Head of Operations Coordination, 2003/04*

- Directed IFRC global operational response mobilizations, follow-up post emergency and early recovery programs and management of ongoing IFRC support to affected countries:
  - Earthquakes: El Salvador, Peru, Iran, Algeria.
  - Hurricanes: Keith and Isabel, as well all other minor regional hurricane responses.
  - Volcanic Eruptions: Colima, Mexico.
  - Social Crisis: Argentina.
  - Flood Operations: Paraguay; Bolivia, Sri Lanka.



## HUMANITARIAN RESPONSE CONSULTING

- Munitions explosion: Nigeria.
- Dam collapse: Syria.
- Civil unrest and population movement preparations: Cote d'Ivoire.
- Coordinated Operations including deployment of FACT and ERU teams in Central and South America and the Caribbean and Asia/Pacific regions.
- Initiated Southern Africa 5-Country Food Security Operation.
- Bam, Iran Earthquake Operation at HQ and in the field.
- HQ operations, coordination, and response in Geneva and the Caribbean for Hurricanes Ivan and Jeanne and social unrest in Haiti.

### *Head of Operations, DMC Division: Head of Operations (Americas/Asia & Pacific) 2001/03*

- Overall responsibility for DMC operations and support throughout 2001 and 2002:
  - Americas (Earthquakes in El Salvador and Peru; Hurricanes in the Caribbean: Keith, Iris, Michelle, Isabel).
  - Africa (South African Food Aid Operation, Goma Volcano Eruption, Nigerian Explosion, Cote d'Ivoire Conflict and Population Crisis).
  - Middle East (Algerian Floods, Syrian Dam Collapse, Algerian and Iranian Earthquakes).
  - Asia/Pacific (Floods in China, Bangladesh, India, Sri Lanka).
  - Europe (Turkey Earthquake, Central Europe Flooding).

### *Head of Pan American Disaster Response Unit (PADRU) 2000/2001*

#### Panama

- Developed the concept and Plan of Action for/piloted PADRU in Panama: PADRU served as a platform to examine the viability of such units in other possible locations.
- Headed PADRU during operations in 2001 and 2002; remained Head of Unit until 2003.

### *Senior Field Officer: Disaster Management Coordination, Pan-American Disaster Response Coordination Guatemala 2000/2000*

- Decentralized coordination of all aspects of disaster response in the Americas including the Caribbean.
- Development, in consultation with Disaster Management & Coordination Division in Geneva, of improved and reinforced response mechanisms in the region.
- Established, developed improved technical support through a Disaster Response Unit geared to interface with FACT Teams PNS Bilateral responses.
- Remodelled Regional Intervention Teams (RIT) deployed using Regional National Societies, IFRC and supporting National Societies' delegates in emergency response.
- Directed IFRC Regional Response, remained ongoing Desk Officer for Venezuela Landslide Operation.

### *Disaster Coordination Desk Officer: IFRC-America Department 199/2000*

- "Hurricane Mitch", Venezuela Landslides and Peru, Arequipa Earthquake.
- Directed, managed all IFRC relief and rehabilitation operations and programs in Central America.
- Desk Officer for the Regional Delegation, Guatemala.
- Budget: CHF 13,000,000.



## HUMANITARIAN RESPONSE CONSULTING

- Lead restructuring and planning of Rehabilitation Phase.
- Coordination of Field/Geneva operations with Regional and Bilateral National Societies.
- Desk Officer for relief operations in Venezuela and Arequipa Earthquake.
- Supported donor relations and coordination; served in advisory capacity to the Department Head regarding restructuring the Americas Region and consolidating Regional Delegations.

### *Head of Delegation, Papua New Guinea 1997/99*

Bougainville Island Emergency Relief Operation/PNG El Niño Drought Operation/Tsunami Emergency & Rehabilitation Operations

- Highly sensitive secessionist conflict zone mission, IFRC was the only operational international agency.
- Budget: CHF 3.5 million: Bougainville, CHF 5 million: Drought, CHF 3.5 million: Tsunami.
- Planned and implemented island-wide relief program in volatile security situation, distributing relief supplies and medicine in both rebel- and government-held area.
- Successfully negotiated safe access and movement agreements between BRA and Government military units for RC personnel, as well as displaced population to access relief distribution points.
- Maintained close and confidential relationship with PNG Defence Force senior commanders in PNG and field commanders on Bougainville as well as the BRA/BIG Rebel High Command and Political Leaders.
- Red Cross Operation widely recognized by all parties to the conflict, as well as diplomatic participants, as making a pivotal contribution to progress towards the cease-fire agreement signed in April 1998.
- Strengthened and grew relations between the ICRC and the PNGRC, developed close working ethic with the ICRC Regional Counterpart.
- Participated in ICRC IHL workshops to PNG Defence Force personnel rotating to duty on Bougainville.
- Created and implemented 1998 appeal to move from relief to reconstruction and rehabilitation; successfully lobbied and raised substantial funding at PNG level with major donors.
- Designed and implemented Emergency Drought Relief Operation with PNGRC (5 delegates); operations throughout PNG.
- Coordinated RC Emergency response following the Aitape Tsunami Disaster in July 1998; planned and implemented rehabilitation program.
- Improved coping capacity, training, institutional development, human/financial resource development of ONS.
- Trained local Bougainville staff in relief management, distribution, logistics and Humanitarian Principles.
- Maintained close and direct relationship with major donors: AusAID, NZODAOFDA/USAID/ EU/ECHO, CIDA (Fonds Canada), UNDP and other agencies involved in all three operations.

### *Head of Regional Delegation (HoRD) Asia 1996/97*

Kuala Lumpur, Malaysia

- Senior Representative of the IFRC in 34 countries of the Asia Pacific Region.
- Emphasis on IFRC/ONS/PNS regional programs for development and cooperation.
- Managed regional DDP, Health, Regional Finance Unit and Development of a Regional Data Base Project.
- Provided regional support to China Floods, Vietnam and Malaysian Floods, and DPRK Famine Operations.
- Negotiated with Malaysian Government on Country Status Agreement; Brunei RC on Recognition to Movement and program and society structure and objectives.
- Successful coordination, cooperation, and participation with ICRC on IHL workshops in region.



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- Liaised closely with Malaysian RC on planning and preparation for proposed Regional Conference to be hosted at that time in Malaysia.

### *Team Leader, IFRC Great Lakes Task Force 1995*

Rwanda & Geneva, Switzerland

- Reported directly to Under Secretary General, Budget: CHF 90,000,000.
- Instituted new desk officer functions for 5 desks; personally assumed responsibility for Zaire (DRC).
- Overall Geneva management of all IFRC refugee operations in 5 countries (Zaire (DRC), Burundi, Uganda, Tanzania, and Rwanda).
- Planning Coordinator for second-year strategy and implementation; negotiated with major donors regarding funding, reporting, financial and budgetary management.
- Liaised with ICRC, UNHCR, and Government bodies (both donor and host).
- Responsible for all field operation evaluations and reviews.
- Coordinated human, financial, and material resources.
- Intimately involved with PNS and donors.

### *Emergency Response Team Leader, Volcano Eruption Risk Assessment 1995*

Kivu, Zaire (now Democratic Republic of Congo)

- Lead the Emergency Response Team, evaluated risk and devised responses to the alarming reports of a potential imminent volcanic eruption of a lethal volcano bordering refugee camps in and around Goma.
- Drew up Terms of Reference and recruited Team.
- Engaged for 3 weeks evaluating all aspects of risk analysis of available data.
- Coordinated technical expert visits up the volcano and into the crater.
- Met with and coordinated reporting with UNHCR, Zairian Government and agencies.
- Devised and reported on possible response scenarios and available reactions to the effects of an eruption.
- Prepared Plan of Action and implemented Red Cross response and resource requirements.

### *Emergency Response Team Leader/Head of Delegation 1994/95*

Rwanda/Burundi Refugee Crisis

- Set up N'gara, Tanzania, and Refugee Operation.
- Coordinated initial Secretariat/PNS response with airlift to Goma.
- Established the Kibumba Camp (Goma, 450,000 refugees) for UNHCR.
- Ran Goma Operation for first emergency phase after the influx.
- Coordinated overall Great Lakes Operation.
- Deployed and led the first Emergency Response Team into Zaire at Goma.
- Facilitated, with Geneva/HoD Tanzania in N'gara, the evacuation of IFRC delegates out of Rwanda to Burundi.
- Planned, supervised airlift and psychological support intervention for delegates out of Burundi and Rwanda.
- With UNHCR, planned and established a second camp (population 150,000).
- Introduced and coordinated early IFRC ERU Teams.

### *Head of Delegation 1993/95*

Somalia Conflict (Operation: Somalia Emergency Relief)



## HUMANITARIAN RESPONSE CONSULTING

- Coordinated emergency support and rehabilitation of medical and health services through the establishment, supervision, and supply of 50 MCH/PHC Clinics throughout Somalia (Budget: CHF 23 million).
- Overall management responsibility for deployment of first ever IFRC Bilateral emergency response initiative with the German RC Project Management Team.
- Transitioned operational responsibility from the ICRC, implemented programs with the Somalia Red Crescent teams and branches.
- Somalia operational leadership including all security procedures, Somali-manned armed escort teams and guards, negotiations with warlords, clan leaders, militia groups, UNOSOM, US Forces, humanitarian agencies.
- Successfully negotiated hostage and high-jacking incidents.
- Mediated in armed confrontations following attacks on IFRC delegates, aircraft, property, and other assets.
- Crisis resolution of death threats, blackmail attempts, thefts and robberies.
- Arbitrated, resolved other complaints, demands which employed violence and other pressure tactics.
- Planned and coordinated airlift and ground evacuation of delegations under threat and med-evacs.
- Initiated establishment of the Italian RC Hospital Team in Garoe.
- Designed, launched first-ever IFRC Air Support Operation using a Cessna King Air twin-turbo and later a multi-aircraft fleet to support Great Lakes Operations.
- Established a telecommunications network covering Somalia and Kenya base operations.
- Developed the Somalia prototype for what became the Regional Logistics Operations Support Units (OSU), providing wide-range and intensive logistics support, and eventually full logistics and air support to the Rwanda Operation in 5 Great Lakes countries.

### *Relief Coordinator 1992/93*

Liberia/Cote D'Ivoire, Liberian Civil War (IFRC Liberian Refugee Program)

- Emergency Relief for 250,000 victims fleeing Liberian Civil War.
- Set up new registration and distribution systems.
- Improved security procedures to eliminate fraud and theft.
- Reviewed and enhanced fleet management.
- Streamlined operations reporting procedures.
- Instituted refugee participation in management of the operation.
- Coordinated closely with partners UNHCR and WFP.

### *Relief Administrator 1990/91*

Ethiopian Post-Conflict (Operation: IFRC/Ethiopian RC Drought Relief Program)

- Area of Responsibility: 500x300 miles; 80,000 beneficiaries
- Food distribution: by truck convoy and camel train to desert locations, 1,000 tons per month.
- Devised and implemented new water tanker delivery and distribution route.
- Implemented new health and drug assistance programs, medical supplies and sanitation program.
- Commenced development of new branch in Afar.
- Assessment and implementation of rehabilitation agricultural project.

## INTERNATIONAL POSITIONS & REPRESENTATIONS

- Canada: Accredited UN Disaster Assessment & Coordination team member (UNDAC)



## HUMANITARIAN RESPONSE CONSULTING

- Former member UN Humanitarian Coordinator roster.
- IFRC Disaster Management contact point with UN/OHCA, including the selection and assignment of international Red Cross delegates for UNDAC training
- Secretariat Representative on the IFRC Disaster Management Working Group
- UN Inter-Agency Working Groups (IASC) Representative
- UN Inter-Agency Working Group on Sexual Harassment in Relief Operations
- UN Inter-Agency Working Group on Shelter
- International Search and Rescue Group (INSARAG), IFRC Representative
- UN IASC Cluster Training Advisory Group

## RELATED TRAINING ACTIVITIES

- Expert practitioner lecturer, Masters in Disaster Management Programme. Royal Roads University, Victoria BC, Canada.
- Instructor in Disaster Response and Early Warning for the Fordham University, New York, USA/Royal College of Surgeons, Ireland/UN Staff College: International Diploma in Humanitarian Assistance (IDHA)
- Course Designer, Manager and Facilitator/Trainer Swedish Government (SIDA): "Introduction to Humanitarian Action" and "Introduction to Humanitarian Coordination"
- Facilitator & course instructor American, Canadian, Netherlands Belgium and Luxembourg Red Cross Societies' Emergency Response Units (ERU)
- Course Manager, Lead Trainer, and Facilitator in FACT courses, 2000–2006
- Course Manager and Facilitator/Trainer for the IFRC Regional Disaster Response Teams (RDRT) in the Americas, the Middle East, North Africa, Africa, and Asia/Pacific regions
- IFRC Representative for Red Cross/Red Crescent National Societies Delegate Basic Training Course
- Counsellor and Facilitator for the Canadian Red Cross "Victims of Torture" Program
- Training in Post-Traumatic Stress Syndrome: support and counselling techniques and applications in psychological support for high stress and conflict zone operations
- IFRC: Middle Management, Senior Management, and Head of Delegation Courses; Communication & Negotiation Skills Course; and Logistics Management Course
- ICRC, IHL Training; Rules of War and Armed Forces Dissemination Training
- ICRC Safe Access Training
- Red Cross Facilitator in UN UNDAC training courses

## PRE-HUMANITARIAN/POST-GRADUATE CAREER EXPERIENCE

- 1977-89 Cattle Ranching and Real Estate Canada
- 1973-76 -Cattle Ranching, Transvaal, South Africa
- 1973 Famine relief Oxfam/Kenya Red Cross
- 1960-1973 Cattle ranching and coffee farming in Kenya
- 1967 & 71 Drought/Flood emergency relief assistance, transport/logistics. Kenya/Ethiopia
- 1964 Refugee evacuation and transfer, Congo crisis Uganda/Kenya

## EDUCATION

**University of Edinburgh**, School of Agriculture, Scotland, UK ('64-'67)



## HUMANITARIAN RESPONSE CONSULTING

School of Agriculture: Agriculture and Animal Husbandry.  
Diploma now accredited in USA at Masters level qualification.

**The Edinburgh Academy**, Scotland UK  
**The Duke of York School**, Nairobi, Kenya

## LANGUAGES/OTHER

- English: mother-tongue
- Swahili: fluent
- French: good operational working knowledge
- Spanish: good operational working knowledge
- Licensed
  - CPR
  - SCUBA

## PROFESSIONAL AFFILIATIONS

- IFRC Field Assessment and Coordination Team (FACT) Team Leader
- United Nations Office for the Coordination of Humanitarian Affairs (OCHA) Associates Surge Pool (ASP) for Humanitarian Coordinator Roster.
- UN UNDAC Team Member and training facilitator
- Director and founding member of Reach Haiti, Canadian NGO supporting education reform development in post earthquake.
- Member Assessment Capacity project (ACAPS) the UN/IASC Emergency Assessment surge support roster.

## AWARDS & RECOGNITION

- Canadian Government: Meritorious Service Medal (MSM) for operations in Rwanda conflict, 1994–1995
- City of Calgary, Canada: City Signature Award, recognition of international work

## PUBLICATIONS

- Numerous evaluations, profiles and operation reports in Red Cross/Red Crescent World Disaster Report and others.
- IFRC Testimonial to US Senate Homeland Security Committee hearings on Hurricane Katrina.