

<b>Name of Staff:</b>	<b>Rima das Pradhan-Blach</b>
<b>Date of Birth:</b>	23 Aug 1969
<b>Phone/address/e-mail:</b>	+45 2877 2204/ Vester Voldgade 4, Level 3, Copenhagen V, 1552 Denmark/ rdpb@me.com
<b>Membership in professional societies:</b>	Djøf, since 2011 Danish Development Research Network, since 2010
<b>Nationality</b>	Australian, Non-Resident Nepali,
<b>Key qualifications:</b>	<ul style="list-style-type: none"> <li>• Nearly 25 years experience in research, technical advisory services, policy development as well as project implementation in primarily fragile and conflict affected states (FCAS). Focus areas include: public administration reform (public financial management, civil service reform, decentralization, security and justice sector reform), public infrastructure planning, private sector development, stabilisation and state-building initiatives.</li> <li>• Highly skilled in translating policy objectives and institutional needs into concrete projects, pulling together extensive network of technical expertise, and mobilizing and leading implementation in complex environments.</li> <li>• Ability to deliver at pace, think laterally with a focus on leading the design of realistic, innovative, and context-specific solutions.</li> <li>• Experienced in establishing multi-sectoral and multi-donor trust funds, particularly based on New Deal principles, strengthening aid architecture and government-led prioritisation and coordination in FCAS contexts.</li> <li>• Demonstrated track record in multi-track diplomacy through building trust and relations, and acting as a bridge across all levels of governments and civil society through dialogue, knowledge sharing, negotiations, conflict resolution and managing expectations.</li> <li>• Self-starter, results-focused requiring minimal supervision. Excellent collaboration and leadership skills with a strong belief in mutual-learning.</li> <li>• Senior Specialist Adviser within these institutions or projects supported by them: Asian Development Bank, Australian Department of Foreign Affairs and Trade, Danish International Development Agency, Deutsche Gessellschaft für Internationale Zursammen Arbeit (GTZ), UK Department for International Development, United States Agency for International Development, US Department of State/ Bureau of International Narcotics and Law Enforcement, United Nations for Development Program, United Nations Office for Project Services, World Bank.</li> <li>• <b>Specific country experience:</b> Afghanistan, Australia, China, Denmark, Ethiopia, Indonesia, Iraq, Jordan, Kenya, Lebanon, Nepal, Philippines, Somalia, Somaliland, Slovakia, Timor Leste, United Arab Emirates, United States of America.</li> <li>• <b>Other training:</b> High Threat Environment Training, US Department of State, 2008; Tactical Driving, US Department of State, 2008; and Safe and Secure Approaches in Field Environments, United Nations Department for Safety and Security, 2012; United Nations Department for Safety and Security, 2016.</li> </ul>

<b>Education:</b>
-------------------

<b>Institution</b>	<b>Start date</b>	<b>End date</b>	<b>Degree / Diploma obtained</b>
<b>Georgetown University</b>	2003	2004	MA, Policy Administration
<b>Australian National University (ANU)</b>	1997	2000	Bachelor of Laws (Honours)
<b>Australian National University</b>	1990	1994	Bachelor of Science (Resource and Environment Management) (Honours)

**Employment records:**

**Date:** Dec 2016 – Jan 2018  
**Employer:** UNOPS  
**Position held:** Country Director

I have been able to grow UNOPs portfolio delivering on UNOPS' core mandates: infrastructure, procurement, project management, financial management and capacity development. The projects are closely aligned to the priorities set out by the Federal Government of Somalia in various policy documents, including the National Development Plan (2017 - 2019).

UNOPS' current portfolio supports almost all the key priorities set out in the "New partnership for Somalia for peace, stability and prosperity" agreed to at the London Conference on Somalia, in May 2017. This includes: Political settlement (extension of the state); Security Pact; Rule of Law and Human Rights; Rights of Women and Girls; Youth Empowerment; Financial and Economic Management; Growth, Economic Recovery; and Resilience.

Partners include various UN agencies, the European Union, World Bank, the African Development Bank, US Department of State, UK-Department of International Development, UK- Foreign and Commonwealth Office, Governments of Japan, Sweden, Norway, Germany, Italy.

**Key achievements include:**

- Linking the Somali Government's and international partners priorities and strategies to project delivery.
- Leadership role in the Senior Management Group of the UN Mission while developing the UN Strategic Framework for the mission.
- Leadership role in the United Nations Country Team /Humanitarian Country Team
- Regular briefed Deputy Special Representative of the Secretary General, of the United Nations Mission for Somalia (UNSOM) on matters related to military and police stipends delivered by UNOPS teams.
- Actively contributed to the Comprehensive Approach to Security coordination mechanisms, including developing a strategy to link biometric registration of soldiers and police, linking training, including compliance with Human Rights Due Diligence Policy, and the security and justice public expenditure review.
- Actively coordinated with other actors in the Rule of Law and Security Institutions Group (ROLSIG) including on maritime policing, policing, corrections, support to the Somali National Army, Demobilisation, Disarmament and Reintegration (DDR).
- Generated strong networks with the Government, particularly in the Prime Minister's Office, Ministry of Public Works, Housing and Reconstruction, Ministry of Planning and International Cooperation, Ministry of Finance; Ministry of Energy and Water Resources, and the Banadir Regional Administration and Federal Member States.
- Actively engaged with security sector actors at both policy and implementation levels, including AMISOM leadership, Civilian-military groups, and stabilization groups supported by various donors.
- UN Lead for the Infrastructure Pillar Working Group together with the Ministry of Public Works, Housing and Reconstructions
- Built strong networks within the UN family to develop joint planning.
- Actively contributed to information required for strategic high-level meetings such as the May 11 London Conference on Somalia, High Level Security Conference on Somalia, and the Somali Partnership Forum.
- Core team member and presenter at the Practitioners Forum on Renewable Energy in Somalia led by the Special Representative of the Secretary General. Coached the Ministry of Energy Staff on developing a road map for the Energy Sector in Somalia.
- Worked on a daily basis with a ministry, the team and the donor on getting a project "Back on Track"
- Actively coordinated with donors, including non-traditional donors on infrastructure and security sector reform.
- A key informant for World Bank publication on Use of Country Systems in Somalia.

**Description of duties:**

**Date:** Jul 2016 – Jan 2017  
**Employer:** Overseas Development Institute  
**Position held:** Co-Author

**Description of duties:** At the request of DFID was a member of the ODI team that reviewed the New Deal in Somalia. See publications section.

**Date:** Oct 2015 – Dec 2016

**Employer:** Mott MacDonald/DFID

**Position held:** Renewable Energy Fund Adviser, [Energy Security and Resource Efficiency Programme for Somaliland](#)

- The £20 million DFID funded Energy Security & Resource Efficiency in Somaliland Programme (ESRES) supports the Government of Somaliland to improve access to affordable electricity for vulnerable communities through the promotion of renewable energies. This choice for renewable energies is based on the premise that green infrastructure investments in fragile states have potentially positive poverty reduction benefits while at the same time reducing the country's vulnerability to the negative effects of climate change. Currently the legal and regulatory framework is incomplete and there is a very low adoption rate of renewable energy technologies by the private sector in Somaliland.
- I provided "just-in-time" short-term Technical Advice to the Somaliland Minister of Energy and Minerals, as well as the Minister for National Planning and Development, on creating a funding platform for a Renewable Energy Fund for privately developed hybrid mini-grid projects, and capacity building to implement this.

**Tasks over various missions included**

**Description of duties:**

- Conducted a [stakeholder mapping of the renewable energy actors in Somaliland](#). This included mapping out:
- The roles and responsibilities of the various Government agencies, private sector actors, donors, implementers and others.
- Identified regional and global renewable energy funds, private sector resources as options to leverage additional resources for the Challenge Fund anticipated for in Phase 2 of ESRES.
- Captured lessons learned from other RE Challenge Funds, and possible fund structure and the role of the private sector.
- Identified gaps for financial and other resources based on the stakeholder mapping, ESRES assessments on regulatory and policy gaps, Functional Review of the Ministry of Energy and Minerals, Proceedings from the Somali Renewable Energy Forum, and the Road Map for Technical Assistance Plan.
- Worked closely with DFID and the Minister to donor coordination meetings, including IFC and World Bank teams.
- Supported Ministry in preparing a strategy for moving the draft Electrical Energy Act forward including identification of possible support from development and other partners. This included identifying key partners such as the IFC, Chamber of Commerce, Ministry of Trade and Investment to work with the private sector to support the passage of the Electrical Energy Act,
- Good understanding of the legislative gaps for private sector development and legislative passage.
- Supported the Ministry and DFID in organising and institutionalising the Energy Sector Coordination Forum.
- Supported the Ministry in identifying the required input for the Energy Sector Strategy and Somaliland National Development Plan (2017-2019).

**Date:** Feb 2015 – Jun 2015

**Employer:** The Palladium Group

**Deputy Team Leader, Short-Term, [Economic Policy Incubator/DFID](#)**

Accelerating Investment in Nepal (AiIN) supported by UK-DFID. Palladium in partnership with SAWTEE and ODI is implementing Lot 2, the Economic Policy Incubator (EPI) which aims to strengthen Nepal's economic policies and the economic policy process. EPI's goal is to support sustained improvements in economic performance to enable the country and its people to support themselves. Post-earthquake reconstruction will be integrated to build the institutional foundations for long-term prosperity.

Key achievements included:

**Position held:**

- Worked with the leadership team to draft mini Theories of Change for priority economic projects identified by Nepali stakeholders including Government and private sector.
- The Team identified challenges faced by the Private Sector.
- Priority projects for inception included: Support to the Government to implement the Special Economic Zone Policy, Support the Government and private sector to identify challenges and unlock the barriers to Foreign Director Investment, conduct a political economy analysis of the Nepal Business Forum, and develop a strategy to revitalize it.
- Worked closely with the leadership team to practically conceptualise the implementation of EPI activities using a Problem Driven Iterative Approach (PDIA) in Nepal.
- Guided a variety of STTAs who drafted the Gender and Investment Strategy, Conflict and Social Inclusion Strategy, and Green Growth Strategy.
- Played a leadership role in drafting a detailed inception report.
- Initiated process for MOU between World Bank/IFC and EPI for cooperation.

**Date:** Dec 2015 – Dec 2016

**Employer:** Tana Copenhagen

**Position held:** Team Leader, Perception Survey of Access to Justice and Security in Somalia, including newly recovered areas, Puntland and Somaliland.

**Description of duties:**

The UN Joint Rule of Law Programme (JRoLP) is an attempt to respond to the different priorities of peacebuilding and state-building goals on security and justice through developing the capacity of institutions, supporting it financially and raising awareness amongst the public in Puntland and Somalia. The JRoLP has a separate programme of support in Somaliland.

The two sets of independent surveys being implemented by Tana Copenhagen and Altai will determine public knowledge, perceptions and awareness of the roles and responsibilities of Rule of Law institutions in Somalia and Somaliland (including justice, corrections, and police), trust in formal justice providers, and the key opportunities and influencers for engagement to maximize the impact of a strategic communications campaign.

**Date:** Nov 2015 – Jan 2015

**Employer:** International Affairs and Legal Consulting

**Position held:** DFID commissioned Review of [Somaliland Development Fund \(SDF\)](#)

The review captured the lessons from the first phase of the SDF and to make the case for a stand-alone SDF in the evolving context of the New Deal, and to outline future design issues for the next phase of DFID's assistance to the SDF. Specifically, the review considered:

- The roles and responsibilities of departments of the Government of the Republic of Somaliland as partners in the SDF.
- The identity of the SDF as a separate trust fund.
- The results delivered by the projects implemented with SDF funding.
- The roles of the managing agent, ministries and contractors.
- In addition, the review considered the wider relationship between citizens and the government in relation to the SDF and other government programmes.

**Date:** Feb 2015 – Dec 2016

**Employer:** International Affairs and Legal Consulting

**Position held:** International Affairs, Executive Adviser

**Description**

- Worked with the Executive Team of a Management Consultant firm, including the CEO and associate partners to expand the business internationally and strengthen the

**of duties:**

- business, particularly in relation to Corporate Social Responsibility Initiatives.
- Provided strategic advice to the Somaliland Ministry of Fisheries and Marine Resources on Fishery Sector Coordination.
- Provided desk review quality assurance functions to DFID Annual Review of post-conflict programmes in Myanmar, Thailand, Pakistan, Nepal and Sri Lanka.
- Drafted technical proposals for security sector reform and participatory governance in Somalia.
- Briefed Danish clients on conflict and environment mega trends in relation to the Corporate Social Responsibilities and growth strategy.
- Discussant: World Bank Somalia Country Management Unit on lessons learned from establishing Challenge Funds and Multi-partner Trust Funds in Somalia.

**Date:**

**Aug 2012 – Jan 2015**

**Employer:**

**DANIDA, Danish Ministry of Foreign Affairs**

**Position held:**

**Special Advisor, to the Minister of National Planning and Development, Somaliland**

**Description of duties:**

- **In-house Adviser to the Minister of National Planning and Development on strategic issues** related to best practice in development cooperation, establishment of the multi-donor [Somaliland Development Fund](#) (USD 65 million) to support investments in infrastructure (water, roads, fisheries, agriculture, livestock, environment etc) as well as facilitate inter-ministerial cooperation primarily through the National Planning Commission (15 ministers, Governor of the Central Bank), Minister of Foreign Affairs, Minister of Justice and Minister of Interior. This was one of the first projects designed based on the **New Deal principles**.
- **Team Leader:** Advised the government on the drafting of the [Somaliland Special Arrangement](#), a distinct and separate component of the Somali New Deal Compact, and supported the government to negotiate its implementation with development partners at various high-level fora including at the Ministerial Conference on the Somali New Deal hosted by the EU in Brussels, 2013, and Danish Ministry of Foreign Affairs, Copenhagen, 2014.
- Advised the Ministry of National Planning and Development (MoNPD) to [prioritize and implement the National Development Plan](#) (2012-2016) and to discharge its mandate to coordinate the work of international development actors across Somaliland. This included hands-on mentoring of staff at the ministry.
- **Advised and built the capacity of the National Planning Commission** on a range of issues related to development planning, financing, monitoring, and cooperation as well as to prioritization of the National Development Plan (2012-2016).
- Built the capacity of the Somaliland Government on effective engagement with development partners such as EU, DFID, DANIDA, World Bank, UN agencies, other bilateral development partners.
- **Developed the governance arrangements of the Somaliland Development Fund** (donors: DFID, DANIDA, the Netherlands and Norway), the first ever country-led public infrastructure financing facility with an overall objective of building the capacity of the state, together with the National Planning Commission, Somaliland, DFID and DANIDA based on New Deal principles. Advised and facilitated the work of Fund Manager by providing sound advice based on my political “nose”.
- **Supported the MoNPD to lead the process for developing a [National Statistics Development Strategy](#)** to implement the Statistics Law 2013, and achieved financing for initial implementation from the African Development Bank and Statistics Sweden.
- **Supported the Ministry of Finance and MoNPD to complete a country-led review of past public financial management** programs and develop a [PFM Road Map](#), and its implementation. Supported the MoNPD and the Ministry of Finance to gather data on external aid flows to Somaliland, and support the government to analyse resource envelopes for key sectors.
- Supported the government to **re-energise the Civil Service Reform Strategy** and identify quick wins together with DFID, World Bank, EU and the UK National School of Government. Coached various actors within government to lead and coordinate reform efforts through country-led processes. This included input in the [Capacity Surge Project](#).
- Supported the government to **organise high-level policy dialogues**, such as the High Level Aid Coordination Forums (4) between the government, donors and implementers.
- Prepared speeches for the President of Somaliland, the Minister of National Planning and Development, and other Ministers, as well as coordinated media events.
- Supported the Minister of Justice to review the implementation of the Justice Sector Strategy.

**Date:** Jan 2012 – Apr 2012  
**Employer:** Geopolicy/UNDP  
**Position held:** Logical Framework/ Monitoring and Evaluation Adviser, design Phase II of the [Joint Local Governance and Service Delivery](#), Somalia

**Description of duties:**

- **Member of a three-person Formulation Team to design Phase II of the Joint Local Governance and Service Delivery, Somalia:** The 5-year program including UNDP, ILO, UNCDF, UNICEF and UN-HABITAT. Provided specific input into developing a Logistical Framework to measure progress and facilitate monitoring and evaluation best on international good practice.

**Date:** Jun 2011 - Dec 2011  
**Employer:** Geopolicy/UNDP  
**Position held:** Senior Public Sector Adviser

**Description of duties:**

**Iraq Public Sector Modernization Project Phase I /EU**

- **Analyzed impact of asymmetric decentralization and recommendations for modernization** including policy development, legislative reform, planning, budgeting, monitoring and evaluation.
- Provided support to UNDP to advise the National Public Sector Modernization Steering Committee, Iraq, Prime Minister's Office - Council of Ministers.
- **Developed a concept framework identifying priorities for Phase II to support whole of government reforms**, as well as administrative decentralization at national and sub - national levels, and sector-specific reforms (Health, Education and Water and Sanitation). Ensuring gender mainstreaming at stages.
- Developed a General Methodology for Conducting Full Functional Sector Assessments for the Iraqi Government based on lessons learned.

**Date:** Jan 2011 - May 2011  
**Employer:** DPK/USAID  
**Position held:** Team Leader: Senior Legal Education and Legal Services Advisor

**Description of duties:**

**[Iraq Access to Justice](#)**

- **Capacity building of NGOs** servicing the needs of the most vulnerable populations in Iraq to improve service delivery to target populations. Based on a needs assessment, pilot project was to work with People with Disabilities in Iraq – a vulnerable population with little visibility and little systematic, meaningful international support to better address the needs of their constituency. Other target groups included detainees (focus on women and children) and women-headed households. Crosscutting issue was gender, and legal identification papers to ensure that vulnerable populations could access services and benefits they were entitled to.
- **Capacity building of legal professional organizations** as well as building of partnerships between NGOs, law schools and vulnerable populations to improve legal service delivery. Building a pro - bono culture to support the needs of vulnerable populations.
- **Modernization of legal curriculum** in law faculties around Iraq as well as establishment of legal clinics to service the needs of the most vulnerable.
- **Facilitated dialogue with government**, working together on legal reform and protecting the rights of the most vulnerable.
- Within four months in - country, facilitation of buy-in and engagement with target government agencies on a proposed work plan for updating the legal curriculum, modernizing teaching methodologies, and establishing legal clinics, including the Iraqi Government Leadership, start of the process of dialogue, and organization of a historic working meeting of only 50 Deans of Law Schools (public and private). This included the Ministry of Higher Education of Iraq and the Kurdistan Region Government.

**Date:** Dec 2010 - Dec 2010  
**Employer:** GTZ

<b>Position held:</b>	<b>Senior Consultant – Short Term</b>
<b>Description of duties:</b>	<p><b>Design: Support to the Nepali Judiciary, Transition to Federalism</b></p> <ul style="list-style-type: none"> <li>Designed a <b>multi-year comprehensive strategy</b> based on field assessments to provide support to the Nepali judiciary and the Nepali Judicial Academy in preparation for transition to federalism.</li> </ul>
<b>Date:</b>	<b>Oct 2010 - Dec 2010</b>
<b>Employer:</b>	<b>UNDP</b>
<b>Position held:</b>	<b>Senior Consultant</b>
<b>Description of duties:</b>	<p><b>Mapping of Access to Justice and Security in Nepal</b></p> <ul style="list-style-type: none"> <li><b>Reviewed assessments and projects conducted by bilateral and multilateral donors working in Nepal in access to justice</b> (sub - issue areas included formal - informal security sector actors; criminal justice; formal justice; informal justice; and monitoring, policy and advocacy).</li> <li>Developed Terms of Reference for a joint donor scoping mission for the gaps identified.</li> </ul>
<b>Date:</b>	<b>Oct 2010 - Dec 2010</b>
<b>Employer:</b>	<b><a href="#">Centre for Constitutional Dialogue</a>, UNDP</b>
<b>Position held:</b>	<b>Senior Consultant</b>
<b>Description of duties:</b>	<p><b>Transition to Federalism and Implementation</b></p> <ul style="list-style-type: none"> <li><b>Analyzed and advised on strategies related to transitional planning for federalism across whole of government in Nepal.</b> Analyzed raw data and developed provincial profiles of the proposed 14 provinces for use as a resource (approximately 244 pages). Coordinated and chaired sessions with international and national experts and Constituent Assembly members in relation to federalism across different sectors.</li> </ul>
<b>Date:</b>	<b>Jul 2010 - Nov 2010</b>
<b>Employer:</b>	<b>International Commission of Jurists</b>
<b>Position held:</b>	<b>Senior Advisor</b>
<b>Description of duties:</b>	<p><b>Judicial Strengthening Project</b></p> <ul style="list-style-type: none"> <li>Supported the Supreme Court of Nepal and the National Judicial Academy to develop long - term programming for the justice sectors priority needs.</li> <li><b>Organized a High - Level Forum on the Way Forward for the Nepali Judiciary with the Supreme Court of Nepal</b>, including participation from the Constituent Assembly, members of the legal and judicial sectors, donors, including discussion on judicial independence provisions under discussion of the new Nepali Constitution.</li> <li><b>Provided ToT training</b> to judges and lawyers on gender rights in the administration of justice especially in relation to Security Council Resolutions.</li> <li><b>Monitored discussions on federalism</b>, and developed interventions to plan for judicial federalism.</li> </ul>
<b>Date:</b>	<b>Jun 2008 - Feb 2010</b>
<b>Employer:</b>	<b>US Department of State-Bureau of International Narcotics and Law Enforcement</b>
<b>Position held:</b>	<b>Team Leader for Court Administration Project</b>
<b>Description of duties:</b>	<p><b><a href="#">Justice and Law Enforcement Assistance Program</a></b></p> <ul style="list-style-type: none"> <li><b>Team Leader, Iraqi Higher Judicial Council Court Administration Project-Iraq, US Department of State-INL.</b> Designed and managed the Iraqi Higher Judicial Council – Court Administration Project. Conducted preliminary needs assessments, conducted negotiations with senior Iraq officials, and led a team of consultants (20 +) to implement the projects. Court Administration project deals with developing national procedures in planning, administration, finance,</li> </ul>

- statistics, case management, human resources and public affairs.
- Other duties included **leading donor coordination**, provision of technical and policy advice to the leadership at the US Embassy and the international rule of law community in Iraq.

**Senior Technical Advisor, Judicial Development Institute**

- Provided technical advice to the Board of the Judicial Development Institute on institutional strengthening, a residential professional development institute for judges, prosecutors and court personnel.
- Worked with senior Iraqi judges to identify judicial training priorities which included a survey of judges and prosecutors around Iraq, develop curriculum and design TOT programs. The administration of the JDI is being developed in conjunction with the Court Administration project.

**Team Leader, [Legislative Review Technical Support: Criminal Procedure and Penal Code](#)**

- Managed a grant, supervised a team and advised on a comprehensive review of the Iraqi Criminal Procedure Code to harmonize the legislation with new legislation and to recommend drafts to meet international standards.

**Date:** Mar 2008 - Aug 2008  
**Employer:** Danish Institute for International Studies  
**Position held:** Field - Based Advisor

**Description of duties:** **Comprehensive Approach: Lessons from Iraq.**

- Advisor on a study commissioned by the Danish Prime Minister of the Comprehensive Approach and civil-military cooperation in Iraq and Afghanistan.

**Date:** Feb 2008 - May 2008  
**Employer:** Management System International/USAID  
**Position held:** Team Leader

**Description of duties:** **Assessment: Legal Empowerment of Women and Access to Justice**

- Conducted field analysis in Kabul, Herat, Jalalabad and Mazar-e -sharif on perceptions of access to justice, evaluation of the formal and informal justice systems, activities of NGOs, donors and IROA, and women and the legal profession. This included meetings with the leadership of the Supreme Court, Police, Family Protection Units, Prosecutors, Ministry of Religious Affairs, Ministry of Women's Affairs, Human Rights Commission, prison visits, visits to women's shelters, Legal NGOs etc. Also included discussions with donors to map out their programming.
- This report made recommendations for future programming for the US government.

**Date:** Feb 2007 - Jan 2008  
**Employer:** World Bank  
**Position held:** Public Sector Specialist

**Description of duties:**

- **Public Administration Reform Advisor.** Advised and provided input on a range of Iraq-related matters such as the Iraq Compact, Iraq Capacity Building Strategy, Iraq Anti - corruption Strategy, Decentralization and Public Expenditure and Finance Administration. Liaised with a range of Iraqi and international stakeholders. Implemented working group meetings, and a twinning program funded by the International Reconstruction Fund for Iraq.
- **Public Expenditure Assessment** team member in-country to look at accountability mechanisms and institutions and draft chapter over a period of 1.5 years. This became the basis of a loan agreement between the Government of Iraq, and the World Bank as well as the basis of the Government of Iraq's Public Financial Management Action Plan. Organized and presented at working group meetings with the President of the Board of Supreme Audit (BSA) and leadership of the BSA on audit and decentralization, and audit and social accountability.

- **Anti-Corruption.** Drafted Governance Case Studies in the Middle East in contribution to the development of the World Bank's Governance Strategy.
- **Decentralized Public Financial Management.** Assessment team member in - country on fiscal flows, accountability mechanisms and transfer processes within the central government, between center and the Kurdish Regional Government, and from the center to the regions. Organized major stakeholder consultations in Iraq, and Lebanon.
- **Fragile States.** Presenter World Bank working group on Decentralization in Post-Conflict settings. Presented on Iraq.
- **Workshops on Planning and Budget for the Iraq Higher Judicial Council.** Organized workshops with the Iraqi Higher Judicial Council on modern budget and facilities management based on strategic plan developed at Slovakia workshop (see below).

**Date:** 2007 - 2007  
**Employer:** World Bank  
**Position held:** Lead author, Consultant  
**Description of duties:** Lessons Learned from Anti-corruption Efforts in Iraq  
 Official document.

**Date:** Aug 2006 - May 2007  
**Employer:** World Bank  
**Position held:** Public Sector Specialist  
**Description of duties:** Iraqi Higher Judicial Council Twinning Project with Dubai Courts  
 Designed and implemented a six-week long twinning project with the Dubai Courts for court administrators, case management and human resource management staff. I was later hand-picked by the US Department of State/INL to implement this project though not an American citizen, requiring special dispensation. Received commendations from the Iraqi Chief Justice for this effort.

**Date:** Feb 2006 - Jun 2006  
**Employer:** World Bank  
**Position held:** Public Sector Specialist – Consultant  
**Description of duties:** Legislative Review  
 Reviewed Iraqi legislation of Anti Corruption Agencies.
 

- **During the constitutional review process, provided** tactical information to Iraqi counterparts as requested on various aspects of Constitutional drafts relating to decentralization, public administration and the judiciary, as well as commentary to the World Bank.
- **Reviewed legislation** of the Iraqi Higher Judicial Council and the Federal Supreme Court.
- Reviewed draft legislation on local governance, and **conducted analysis of the Constitution** in relation to local, regional and central powers.

**Date:** Feb 2006 - Jun 2006  
**Employer:** World Bank  
**Position held:** Public Sector Specialist – Consultant  
**Description of duties:** Team member drafting Iraq Country Social Assessment. As team member, drafted a comprehensive assessment of the formal and informal institutions in Iraq to deliver public goods and services. Includes access to justice and services for vulnerable groups and women.

**Date:** Jan 2006 - Jun 2006  
**Employer:** World Bank  
**Position held:** Public Sector Specialist – Consultant

**held:**

**Social Dissemination Notes for the Conflict Prevention Unit.** Wrote Social Dissemination note on:

**Description of duties:**

- What Role for Diasporas? Lessons Learned from West Bank Gaza and Afghanistan
- Conflict Analysis and an Agenda for Peace, Central African Republic
- Public Financial Management and Security Sector Reform: Lessons from Afghanistan.

**Date:** Jan 2006 - Mar 2006

**Employer:** World Bank

**Position held:** Public Sector Specialist

**Description of duties:** **Income and Asset Declaration for Heads of State and Governments.** Analysis of disclosure requirements for World Banks 187 member countries.

**Date:** Jan 2006 - Jun 2006

**Employer:** World Bank

**Position held:** Public Sector Specialist – Consultant

**Description of duties:** **Managed Enhancing Integrity in Iraq: Issues and Challenges Project.** Including analysis of legal and institutional issues for the Iraqi Commission on Public Integrity, Supreme Audit Board, Inspector General's in the Ministries and the Central Criminal Court.

**Date:** Jan 2005 - Sep 2005

**Employer:** American Bar Association

**Position held:** Program Manager and Team Leader

**Description of duties:**

- Provided technical support as needed to the USAID - funded **Women and Constitution** Projects, Iraq on issues such as strategic planning, advocacy for women, public outreach & comparative legal analysis.
- Managed the State - INL - funded **Judicial Integrity Project** (\$5 million) including the Priority Judicial Strategic Planning Workshop, (Slovakia 2005). Drafted detailed work plans for - follow up. Worked with the judiciary to prepare drafts regarding the judiciary during the Constitutional drafting process.
- Designed plans based on assessments for US State Department - INL - funded **Rule of Law Coordination Project**, Iraq (\$5 million).
- Drafted proposals, project reports for USAID and State - INL, briefing books, outreach material, and concept papers. Involved in all aspects of project management.

**Date:** Oct 2004 - Jan 2005

**Employer:** World Bank

**Position held:** Consultant

**Description of duties:** **Reviewed over 100 project documents on judicial reform**, identified and analyzed lessons learned. Collected project design, and project completion reports from World Bank colleagues from PREMPs and analyzed the documents for lessons learned.

**Date:** Oct 2004 - Dec 2004

**Employer:** Chemonics International

**Position held:** Consultant

**Description of duties:** **Advised on overall strategy - technical aspects of rule of law projects in Indonesia including fact - finding mission.** Provided updates on rule of law developments and donor activity in Indonesia. Led fact - finding mission to introduce Chemonics to key stakeholders in Indonesia, such as those from the Ministry of Justice, Attorney Generals Office, Ombudsman, Law Reform Commission, Supreme Court, Bar Association, Legal

NGOs, etc.

**Date:** 2004 - 2004  
**Employer:** Chemonics International  
**Position held:** Consultant

**Description of duties:** **Anti - Money Laundering Project**  
Provided technical assistance for Anti - Money Laundering Project (USAID), Indonesia for Chemonics International, advised on strategy, proposal development and recruitment. Short - term assignment.

**Date:** Dec 2001 - May 2004  
**Employer:** [IDP Education](#)  
**Position held:** Director, Governance Programmes

**Description of duties:** **In - house governance and gender specialist for IDP Australia**, a not for profit consulting firm owned by 28 public universities in Australia with over 70 offices around the world. Developed IDP's governance - projects strategy, tracked and identified governance - related projects around the world funded by a range of international donors.

- Liaised regularly with multilateral-bilateral donors, diplomatic missions, recipient governments, private sector agencies, NGOs and other stakeholder agencies. Provided policy and program advice on country - sector strategy and project papers to a range of stakeholders. Presented - participated in sector meetings and policy debates nationally- internationally.
- Project identification, needs - analysis and design. Sourced technical expertise and strategic alliances.
- Business development. Fact - finding missions and technical designs for projects around the world on legal and judicial reform, gender and development, decentralization, pension's reform, education and social protection.

**Date:** Nov 2000 - Nov 2001  
**Employer:** [Australian Government Solicitor](#)  
**Position held:** Client Development Manager

**Description of duties:**

- **Responsibility for AGS' 13 largest federal government clients in Australia.** Team Leader for the production of 10 major successful technical proposals for the provision of specialist legal and probity advice to Commonwealth and State agencies.
- Advised AGS Executive, and team member that led AGS' 2000 - 2005 strategic plan process. Involved in the **change management process** including institutional redesign and training following AGS' corporatization and deregulation of government legal services in 1999.
- Led the task force of a core group of senior lawyers to develop an **effective communication, coordination and client management strategy** linking offices around Australia.

**Date:** Apr 2000 - Jun 2000  
**Employer:** Asian Development Bank  
**Position held:** Consultant

**Description of duties:** Conducted needs assessment and designed the [Terms of Reference, Governance Audit of the Attorney General's Office - Public Prosecutors Service, Indonesia](#) [ADB 2000 – value US \$1.25 million over 6 months]. Examined legal framework, organizational - administrative culture & arrangements, and anti corruption strategies.

**Date:** 2000 - 2000  
**Employer:** Australian Department of Foreign Affairs and Trade  
**Position:** Consultant

held:

**Description of duties:** Team member of design team for Australia - [Indonesia Legal and Judicial Development Facility](#) for AusAID. Designed a funding facility for provision of technical support to the Indonesian legal and judicial community for capacity building.

**Date:** Nov 1997 - Nov 2000

**Employer:** [Australian Legal Resources International](#)

**Position held:** Director, International Programs

**Description of duties:**

- **Team Leader responsible for overall project identification, design, development,** and identification of funding sources from a range of bilateral-multilateral donors and private sector. Led the ALRI Board through a strategic planning process.
- Conducted consultations, negotiations and provided policy - sector advice on legal and judicial reform issues with stakeholder groups including senior government officials, the judiciary, the legal community in Australia and overseas, civil society groups, donors and the private sector.
- **Team Leader: Preliminary Needs Analysis for Legal and Judicial Capacity Building in East Timor.** Conducted preliminary needs analysis for East Timor Legal Capacity Building Program and provided to the Office of Judicial Affairs, United Nations Transition Authority of East Timor (UNTAET), and the SRSG.
- Member of NGO scenario planning for emergency response and coordination needs for Timor Leste post ballot together with Nobel Laureate, José Manuel Ramos-Horta. Member of team coordinating activities between military, international humanitarian NGOs and UN agencies.
- **Team Leader: Institutional Capacity Building.** Led ALRI to transition from a base accredited agency to a fully accredited agency with AusAID. Review of policies and procedures, and development of a manual of procedures, which met AusAID's standards.
- **Rule of Law Assistance Program – Palestinian Territories II (ROLAP).** Advised on program design- strategy on activities such as legal education, judicial training and legislative drafting. Developed Road Map for implementation.
- **Team Leader:** Designed and implemented **Indonesia Judicial Institutional and Capacity Building Project (JILCAP).** Designed a comprehensive program of support to the Indonesian Judiciary to strengthen capacity and judicial independence.
- **Team Leader:** Conducted needs assessment, following request from KOMNASHAM (Indonesian Human Rights Commission) to Australian Government on Legal and Judicial Needs in Indonesia (post Suharto). **Indonesian Legal Capacity Building Program (ILCAP),** Jan – Apr 1999: Designed ALRI's strategic program framework – ILCAP for Indonesia. AUS\$ 5 million over 5 years.
- **Team Leader: Indonesian Legislative Drafting Project (ILDAP).** Designed legislative drafting project including: Legislative drafting training; Manual of Procedures and codes of conduct for Parliamentarians; and
- Drafting - socialization of Anti - Money Laundering Law.

**Date:** Sep 1996 - Feb 1997

**Employer:** Australian Council for Overseas Aid (Now [Australian Council for International Development](#) (ACFID))

**Position held:** Executive Assistant - Coordinator

**Description of duties:**

**Executive Assistant and Coordinator of Pacific and Africa Policy Groups**

- Monitored daily developments in relevant geographic - sector areas and organized a range of quick response and long-term campaign and policy forums for ACFOA member agencies. Provided strategic policy and program support to the Pacific, Africa, South Asia and Gender Committees on a daily basis. (ACFOA is the umbrella body of 95 Australian international development NGOs).
- **Liaised regularly with stakeholders,** government agencies, senior officials, and bilateral and multilateral donors, NGOs from around the world and civil society organizations. Media liaison.
- **Coordinated advice - advocacy campaigns and provided input on a range**

**of international law-policy issues** such as Convention on the Rights of the Child, Convention on the Elimination of All Forms of Discrimination, Biodiversity Convention, and Desertification Convention etc.

- **Contributed to and drafted a number of submissions** to AusAID, the Department of Foreign Affairs and Trade, and Joint Parliamentary Committee on Foreign Affairs and Trade including: Australia's relations with Papua New Guinea (PNG); Strategic directions for South Africa; the Development Infrastructure Finance Facility; the Government's Simon's Review of Australian Aid; AusAID's gender and development policy; and analyses of the Federal aid budget.
- Played a key role in the organization of major events such as the: International Forum on Indonesian Development; Australian support to the Bougainville Women's Peace Forum; and responses to humanitarian emergencies.
- Co-edited and contributed to [Back to Basics from Beijing, United Nations Fourth World Conference on Women – an Australian Guide to the International Platform.](#)

**Date:** Dec 1994 - Dec 1995

**Employer:** [Coalition of Australian Participating Organizations of Women](#)

**Position held:** National Coordinator

**NGO Secretariat for the UN Fourth World Conference on Women**

**Description of duties:**

- **Head of a national network of 65 national women's organizations.** Responsible for information analysis, dissemination and policy input on issues relating to women. Information network included member organizations and over 1,500 non - member subscribers. Coordinated capacity building activities on governance, advocacy and grant application. Media liaison.
- Prepared fortnightly bulletins on policy debates, grants - requests for submissions Prepared quarterly bulletin on comprehensive policy analysis on women's issues.
- Regular **liaison and consultations with the Office of the Status of Women (OSW), Department of Prime Ministers and Cabinet.** Co-organized with OSW, Round Table meetings between organizations and Minister Assisting the Prime Minister on Women's Affairs.
- Provided and coordinated policy input on United Nations Conferences from members – the World Social Summit for Development and Habitat II.
- **Manager, National Secretariat for the United Nations Fourth World Conference on Women and NGO Forum.**
- Coordinated with Asia Pacific preparations, international and UN organizers. Extensive networking, capacity - building for effective advocacy.
- Accredited representative to the United Nations Conference. Coordinated preparations for over 100 activities of Australian organizations at the NGO Forum. Organized Australian Womenspeak, the only activity of its kind by any delegation in Beijing.
- Coordinated and contributed to a **Comprehensive Compendium of Language** for the UN Conference in Beijing. Provided training on advocacy at UN conference.
- Bringing Beijing Home, Strategic Conference on Implementing the UN Platform for Action. Conference organizer - presenter.

**Date:** Aug 1994 - Oct 1994

**Employer:** Australian Council for Overseas Aid

**Position held:** Consultant

**Description of duties:** Organized follow up activities to the UN International Conference on Population and Development including an advocacy strategy targeting Members of Parliament for ACFOA member agencies.

<b>Languages: (1 - excellent; 5 - basic)</b>
--

<b>Language:</b>	Reading:	Speaking:	Writing:
English	1	1	1

<b>Danish</b>	4	5	5
<b>Hindi</b>	5	5	5
<b>Nepali</b>	3	4	2

### Publications

- [The New Deal in Somalia: An independent review of the Somali Compact, 2014-2016](#), ODI, 2017
- [The New Deal, not the Whole Deal: An Insiders View from Somaliland](#), Danish Institute for International Studies, Dec 2014
- Advisor: [Civil Military Relations in Iraq, 2003-2007](#). Danish Institute for International Studies, Copenhagen.
- Team Leader: [Legal Access to Justice and Empowerment for Women, Afghanistan](#), USAID, May 2009
- Core team member: Sub-national Public Financial Management in Iraq, World Bank, 2007.
- Organizer and presenter: Sub-national Public Financial Management in Iraq, Conference and Workshops, World Bank, 2007 (Iraq and Lebanon)
- Core team member: [Public Expenditure and Institutional Assessment Iraq](#), World Bank, 2008.
- Lead author: Lessons Learned from Anti-corruption Efforts in Iraq, World Bank. Official internal document, 2007.
- Social Dissemination Notes for the Conflict Prevention Unit, World Bank. Social Dissemination notes (2007) on i) [What Role for Diasporas? Lessons Learned from West Bank Gaza and Afghanistan](#); ii) Conflict Analysis and an Agenda for Peace, Central African Republic; and iii) [Public Financial Management and Security Sector Reform: Lessons from Afghanistan](#). (Authored as Rima Simpson)
- [Practical Challenges for Gender Mainstreaming in Governance Projects: Observations of a Consulting Practitioner](#): Development Bulletin, Australian Development Studies Network (ADSN), Mar 2004.
- [Engendering Good Governance in Practice](#), Development Bulletin, ADSN, Mar 2000.
- Co-edited & contributed to: [Back to Basics from Beijing: An Australian Implementation Guide to the Beijing International Platform for Action](#), UN Fourth World Conference on Women, published ACFOA, March 1997.
- ACFOA's Recommendations to the Federal Government on Africa, Australasian Review of African Studies, Curtin University, Vol 18, Number 1 June 1996.

### Sample of Key Presentations

- Presenter: Danish Ministry of Foreign Affairs: Seminar on New Trends in Development Assistance, Dec 2014
- High Level Aid Coordination Forums, 2012, 2013, 2014 as Special Advisor, Minister of National Planning and Development, Republic of Somaliland
- Monthly coaching to the Somaliland National Planning Commission on development planning, the New Deal and prioritisation for and implementation of the Somaliland Special Arrangement
- Presenter at the Breakfast Meeting, EU Conference on Somalia on the Somaliland Special Arrangement, 16 September, 2013, Brussels on Somaliland's Special Arrangement
- On-the-job training and coaching: Senior Advisor, to Minister of National Planning and Development, Republic of Somaliland, 08/2013 -
- Presenter: Access to Justice Conference: Non-State Actors and Local Dynamics of Ordering, 11//2010. Danish Institute for International Studies, Copenhagen
- Organizer and Presenter: Back to Basics from Beijing Conference, 02, 1996.