

James William Fennell

Fragile States Portfolio Leader

SUMMARY

James' core expertise is forming a clear understand the political dimensions of instability, and translating that analysis into realistic and achievable peace-building, governance and stabilisation policies. In particular he has studied the functions of military rule in states where political settlement is weak. He has subsidiary expertise in the conception, design and review of processes for establishing and encouraging political settlement and stability. James has worked in fragile states across Africa and Asia for 26 years. As a DFID civil servant James worked for the cross-departmental conflict prevention pools as Regional Conflict Advisor for West Africa and in Afghanistan. As Head of Emergencies for CARE International (UK), James was awarded a MBE for work during the 1994 genocide in Rwanda.

KEY STRENGTHS

- ⊙ Political Economy of Conflict
- ⊙ Understanding Post-conflict Stabilisation
- ⊙ Political Settlement facilitation
- ⊙ Peacebuilding and Contributions to Peace Processes
- ⊙ Security and Risk Assessments
- ⊙ DDR/SSR Design and Implementation
- ⊙ Conflict Assessment Mapping

QUALIFICATIONS

M.Sc. Land Resource Management, Silsoe College, Cranfield University, 1983-4
BA (Hons.) Geography (2:1) King's College London, 1980-83

COUNTRY/CLIENT EXPERIENCE

UK, Afghanistan, Pakistan, Egypt, Ghana, Liberia, Sierra Leone, Nigeria, Guinea, Guinea Bissau, Rwanda, Burundi, Kenya, Somalia, Sudan for DFID, FCO, MoD, AusAID, WBG, UN System, CARE, ArmorGroup, Brown and Root, Shell International, ActionAid.

SELECTED PROFESSIONAL EXPERIENCE

- ⊙ **DFID Pakistan. Team Leader for Country Governance Assessment and Political Economy Analysis of key Trends (begins November 2010).** Developing recommendations for DFID's new governance programme in Pakistan.
- ⊙ World Bank Group (IFC) 2010. Team leader on consultancy to develop a **national policy and strategy for encouraging rural participation in inward investment in the commercial agriculture** sector in Liberia – TL inputs focussed on understanding the political economy of post-war plantation agriculture and providing realistic policy options to diffuse potential conflict.
- ⊙ AusAID Afghanistan 2009. **Design of rural district level stabilisation programme** for Oruzghan province, Afghanistan. Programme design used a PEA lens to understand district level drivers of stabilisation.
- ⊙ British Embassy, Kabul 2008. **Developed concept for civilian support for non-kinetic stabilisation** in Afghanistan. This paper underpins current UK and US stabilisation strategy.
- ⊙ British Embassy Kabul 2007-8. Drafted **Afghanistan-Pakistan Strategy** for conflict prevention pool.



- ③ DFID South Asia Division, 2008. **Assessment of support for stabilisation in NWFP**. Drafted strategic concept for DFID, FCO and MoD.
- ③ DFID Afghanistan 2008. Developed ToR, oversaw consultants and edited DFID Afghanistan's **Strategic Conflict Assessment**. The SCA used a PEA lens to assess and understand the drivers of conflict in Afghanistan.
- ③ HMG 2008. Part of a high-level HMG team developing refreshed **strategy for counter-insurgency and stabilisation** in Afghanistan.
- ③ HMG Afghanistan 2007-8. Provided **stabilisation advice to UK government (MoD, DFID, FCO)** during the planning and execution of operations to retake Taliban held districts in Helmand province.
- ③ British Embassy Kabul 2007: At the request of the British Ambassador, designed and ran a **workshop on non-kinetic counter-insurgency strategy** for senior NATO military and diplomatic officers.
- ③ DFID Nigeria, 2007. **PEA of the security and governance implications of a military rule-to-democracy transition in Nigeria**, examining the longstanding failure to craft a political settlement in Nigeria, how military rule emerged from colonial forms of governance to fill the gap, and why corruption and patronage have become essential to state unity in the continuing absence of political settlement (Nigeria: Unity or Democracy?: DFID 2007).
- ③ DFID Nigeria, 2007. **Review of DFID Nigeria funded Access to Justice Programme**. Team member focussed on analysis of the vigilante and community policing element.
- ③ DFID Conflict Prevention Pool 2004-7. A PEA of ECOWAS peace and security activity, from which designed and ran the UK **programme of assistance to ECOWAS to improve their peace building, peacekeeping and post conflict stabilisation capacity in West Africa** and align ECOWAS programmes with commitments to the AU Africa Standby Force. Included assistance to deployments to Darfur.
- ③ DFID Conflict Prevention Pool, 2007. Conducted a **review of HMG support for security sector reform and disarmament, demobilisation and reintegration in Africa**.
- ③ DFID West Africa Department, 2006. Led team from HMG Security Sector Development Advisory Team to assist UN Mission in Guinea Bissau to develop a **plan for downsizing and restructuring the Guinea Bissau armed forces** in a potentially volatile state.
- ③ DFID Liberia 2005. **PEA and review of UK support to the UNDP DDDR programme in Liberia** - commissioned additional PEA of legacy militia groups associated with natural resources and used this work to design targeted hot-spot DDR programme for Guthrie plantation and programme to decommission the legacy police force. Targeted hot-spot approach has become a core component of second generation DDR approaches.
- ③ DFID Conflict Prevention Pool 2005. Conducted **review of HMG conflict prevention pool support to the Sierra Leone through IMATT and DFID for post conflict stabilisation** and presented finding to ministers.
- ③ MONUC (DRC) 1998-2001: **Managed MONUC security contract** on behalf of ArmorGroup and provided specialist personnel support to stabilisation work through a partnership with PAE.
- ③ EC DG RELEX, 2004. **Review and analysis of EC support to ECOWAS for peace and security**. The review provided the basis for the formulation of the EC peace and security programme for West Africa.
- ③ Disasters Emergency Committee, London 1998. **Organised and ran "The Emperors New Clothes" conference - a reappraisal of humanitarian principles**.
- ③ CARE International 1992-7: **Designed and led relief programmes grounded detailed political analysis to ensure the delivery of humanitarian assistance and prevent diversion of aid to combatants** during conflicts in Somalia, the southern Balkans, African Great Lakes region, Afghanistan, Sierra Leone and Liberia.

CAREER HISTORY

SENIOR CONSULTANT IDL, FRAGILE STATE PORTFOLIO LEADER, SEPTEMBER 2010 - ONGOING

Leading the IDLgroup's fragile states portfolio.

CARDNO (UK) LIMITED POLICY ADVISER: CONFLICT, RURAL DEVELOPMENT AND NATURAL RESOURCES, JANUARY 2009-MAY 2010

Managed a team of 6 consultants and a portfolio of large rural development projects (in Afghanistan, Liberia, Uganda, Bosnia-Herzegovina, Malawi and Tajikistan).

CONFLICT ADVISER, DFID AFGHANISTAN, JULY 2007-NOVEMBER 2008.

- ④ Part of a team developing new UK strategy for Afghanistan.
- ④ Introduced PEA-based non-kinetic concepts for counter-insurgency.
- ④ Built an political economy analysis of conflict in southern Afghanistan – including conflict mapping down to district level. This information was used in the design of UK-led stabilisation operations.
- ④ Commissioned and led production of a Strategic Conflict Assessment for Afghanistan.
- ④ Ran the Afghan component of the Conflict Prevention Pool Afghanistan-Pakistan cross border conflict prevention strategy.
- ④ Designed innovative programmes to link peace building to communications in Helmand and to support the transformation of armed nomadic groups to productive activity.
- ④ Provided political analytical input to the Embassy Political Section and DFID State-building teams.
- ④ Supported governance programming.

REGIONAL CONFLICT ADVISER, DFID, WEST AFRICA JANUARY 2004 – JULY 2007

- ④ Liaised with ECOWAS and UNOWA on peace and security.
- ④ Managed the Africa Conflict Prevention Pool for West Africa.
- ④ Designed and developed the Africa Standby Force concept for the West Africa regional brigade (ECOBRIG).
- ④ PEA of “military- to-democracy” transition in Nigeria and the post-conflict transitional government in Liberia.
- ④ PEA of DDRR initiatives across the region – from this work developed of an innovative concept to focus on demilitarisation of hot-spits core combatant groups in Liberia.
- ④ Supported the Kofi Annan Peacekeeping Training Centre – to develop an academic centre of excellence for peace and security in the region.
- ④ Development and evaluation of SSR programmes in Nigeria, Liberia and Guinea Bissau – support to SSR programmes in Sierra Leone and Ghana.
- ④ Support to elections programmes – and programmes to prevent election violence in Nigeria, Liberia and Sierra Leone.
- ④ Support to the building of political settlements in Liberia, Nigeria, Guinea Bissau and Ghana.
- ④ Analysis of conflict and political dynamics across the region for HMG.

VICE PRESIDENT, HUMANITARIAN SUPPORT SERVICES, ARMORGROUP SERVICES LIMITED, LONDON, UK, APRIL 2001- APRIL 2003

- ④ Responsible for the humanitarian contracts division of a \$90 million services business, focussing on a range of security related services to the humanitarian and peace support operations.
- ④ Provided input to the development of UK Gviorment policy on private military companies,
- ④ Conducted investigations into fraudulent humanitarian programmes in Bosnia-Hercegovina,
- ④ Led AG’s mine action team, including operations for Shell International in the Russian Federation (Sakhalin Island), UNMAS in Kosovo and Lebanon, ICTY in Bosnia Hercegovina and a variety of corporate and donors in Croatia and Mozambique.
- ④ Conflict related security advice to AG clients in Nepal, Sudan, Morocco, Kuwait, Lebanon, the Democratic Republic of Congo, Somalia and Azerbaijan.
- ④ Responsible for corporate social responsibility initiatives - assisted Accenture in setting up their CSR programme. Provided input to the debate over the merging of security and humanitarian policies and objectives. Spoke on these subjects at the Royal United Services Institute and at Cranfield University.

MANAGING DIRECTOR, DEFENCE SYSTEMS AFRICA, (A DIVISION OF ARMORGROUP SERVICES LIMITED), KINSHASA, DRC, NOVEMBER 1998- APRIL 2001

- ④ Responsible management and development of a large international security services business, providing security analysis, assessment and management packages, including evacuation and extraction services, medivac/casevac and technical manpower services for a range of international clients including the United Nations Peacekeeping Mission (MONUC), the UK, US, Swiss, Japanese, Czech, Swedish, Canadian, South African and Turkish diplomatic missions, the delegations of the European Commission, International Committee of the Red Cross, ECHO, DFID, USAID, EC Human Rights commission and offices of NGOs such as IRC and FIDH.

- ⊙ Provided technical manpower for Pacific Architects and Engineers, the aviation services contractors to MONUC, and a range of security services for international investors and media organisations in Kinshasa and Lubumbashi including Unilever PLC, Celtel & Telecel (mobile 'phones) Sabena and Swissair (airport and hotel), CNN and the Washington Post.
- ⊙ Developed a network of covert contacts with government and 'rebel' faction leaders and representatives. This system was effective in both predicting many of the security threats that affected client personnel in DRC to facilitate the timely evacuation of many international and politically vulnerable national persons during periods of political upheaval, culminating in the assassination of President Laurent Desire Kabila
- ⊙ Included providing ongoing political analysis and briefings for heads of missions and CEOs, developing and managing evacuation and extraction programmes (including negotiating the release from gaol of a number of officials and journalists) and providing and managing protective security measures during periods of civil disorder.
- ⊙ Reported to the Vice President, Africa, and was responsible for managing this \$7 million business employing 12 expatriates and over 1,500 national staff in Kinshasa, Lubumbashi and Brazzaville. Also acted as ArmorGroup's humanitarian adviser during this period and provided consultancy services to the ICRC and UN system in Brazzaville and East Timor.

INDEPENDENT CONSULTANT, AUGUST 1997- NOVEMBER 1998.

- ⊙ Assisted in running a regional peacekeeper training course for the Foreign and Commonwealth Office in Tokyo;
- ⊙ Conducted a country political economy analysis of DRC for CARE USA, including an assessment of the options for establishing a permanent CARE programme in the country;
- ⊙ Preparation of analytical background papers, and a detailed report for CARE USA's Regional Emergency Response Plan for the Great Lakes Region;
- ⊙ Conducted a detailed political economy analysis of conflict in Kosovo and provided an emergency assessment and operational plan for CARE Canada and CARE Austria in response to the outset of the Kosovo crisis;
- ⊙ Member of review panel for the ODi Good Practice Review of "distribution to people" and the Humanitarian Policy Group's working group on "the Political Economy of War".
- ⊙ Conducted an assessment of humanitarian emergency logistics requirements in South Sudan for Brown and Root; and,
- ⊙ Drafted a proposal for a reconstruction planning team in Brcko, Bosnia-Herzegovina for Brown and Root.
- ⊙ Presented on 'the politics of aid during Rwanda's genocide' to the British Army's Senior Command and Staff Course.

HEAD OF EMERGENCY OPERATIONS, CARE INTERNATIONAL (UK), LONDON, UK, NOVEMBER 1993- AUGUST 1997

- ⊙ Responsible for developing and managing CARE UK's emergency response unit. At its peak in 1996, the unit employed seven people in London and managed over \$30 million of emergency operations.
- ⊙ Focus was humanitarian operations during the genocide in Rwanda and follow-on operations in Rwanda, Burundi, Tanzania and Zaire/DRC, including
 - Initiated and coordinating inter-agency meetings and information exchanges in London, and eventually the US and Geneva, developing a political economy analysis and understanding of genocide in Rwanda.
 - Deployed a medical team in support of MSF inside southern Rwanda and in Burundi
 - Providing an operational HQ for CARE international's operations in Benaco refugee camp, Ngara Tanzania (distribution, sanitation, camp management, fuel wood supply, environmental protection, PHC/health information, HIV/AIDS sectors)
 - Coordinating and conducting emergency assessments into northern, southern and western Rwanda from Uganda, Burundi and Zaire
 - Supporting CARE Canada offices in Bujumbura and Uvira to respond to the refugee crisis, supporting CARE's Canada and Australia to set up operations in Goma and Bukavu. Re-establishing CARE's offices in Kigali.
 - Developing and running operations in and around Gikongoro (distribution, fuelwood, camp management).

- Providing media services including an active campaign to establish the fact of the genocide in Rwanda and promote a judicial process to identify and prosecute genocidaires.
- ☉ Also ran major relief operations in Afghanistan 1993-4, Bosnia-Herzegovina 1995-6, and Sierra Leone/Liberia in 1995-6, and Zaire/DRC 1996-7. The unit was also responsible for delivering staffing and technical support to many smaller CARE emergency programmes from Armenia to Sri Lanka during this period.
- ☉ The unit was active in the initial phases of many well known inter-agency initiatives such as the promotion of the International Red Cross and NGO code of conduct, the SPHERE project on international humanitarian standards, the inter-agency procurement group and the People in Aid initiative on standards in employment of overseas personnel.
- ☉ Provided government liaison at a Ministerial level in the UK, extensive contacts with other international NGOs, including representing CARE on SCHR, fundraising, and maintaining media contacts.

MEDIA RELATIONS OFFICER, CARE INTERNATIONAL (UK), LONDON UK, NOVEMBER 1992-NOVEMBER 1993

CARE UK's media representative during the Somalia emergency of 1992-3. From November based at Baidoa, but also generated coverage of CARE operations in Mogadishu and Bardheere. Developed informed comment on the emergency in Somalia before and during operation restore hope.

PROGRAMME MANAGER, CARE USA, EL FAYOUM EGYPT, MAY 1991 – NOVEMBER 1992

Re-designed project as a participatory farmer information network. FarmLink was based on sharing information to solve problems. Groups of farmers were brought together to visit each other's farms and discuss solutions to problems (a pest, a marketing snag etc.) identified by themselves. Managed an all-Egyptian project team of 24 field agents

INDEPENDENT CONSULTANT, SOMALIA, SEPTEMBER 1990 – MAY 1991

Conducted political analysis of Somalia in advance of fall of Mogadishu and helped to close down ActionAid office and pay off staff. Evacuated by UN.

TECHNICAL ADVISER, ACTIONAID, MOGADISHU SOMALIA, MAY 1989- SEPTEMBER 1990

Developed an emergency programme for the rehabilitation of hospitals in and around Mogadishu, a support programme for disabled people in Mogadishu and a farmer support initiative for Shabelle region. Only the first two were implemented before ActionAid took the decision to suspend operations in Somalia in September 1990.

CONSULTANT, ENVIRONMENTAL RESOURCES LIMITED, LONDON, UK, MAY 1988 – MAY 1989

Employed as an environmental consultant, chiefly on the environmental impact assessment of the Channel Tunnel High Speed Rail Link for British Rail.

CONSERVATION WARDEN, CHICHESTER HARBOUR CONSERVANCY, CHICHESTER, UK, MAY 1987 – MAY 1988

Developed a 'conservation plan' for the harbour environment.

VSO VOLUNTEER, EL OBEID, NORTHERN SUDAN, JANUARY 1985- DECEMBER 1986

Funded by Oxfam and the European Commission to developing village nurseries to produce *acacia senegal*, gum arabic.

ADDITIONAL DETAILS

Year of birth 1960
Nationality British
Languages English (mother tongue)
 French (reasonable)

Arabic (basic)

**Award/
Affiliations/
memberships**

Sir Dudley Stamp Expedition Award, 1982

British Council Royal Wedding Travel Award, 1982

University of London Expedition Award, 1982

Honorary Member of the Association of the Physically Disabled of Somalia,
elected 1989

Fellow of the Royal Geographical Society, Elected 1983

Member of the Order of the British Empire, Awarded 1995

Member of the American Society for Industrial Security, Elected 1999

Member of the AusAID Peace and Conflict Advisory Panel, Selected 2009