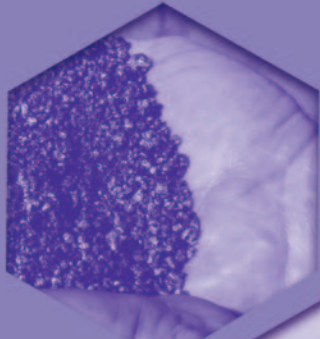
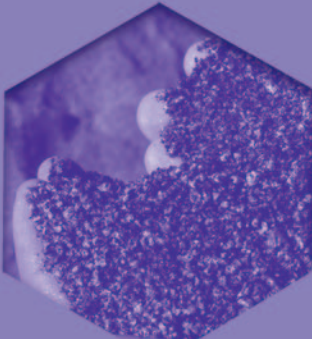


# Fellow Projects



Educate  
Connect  
Empower

April 2024





# Directors' Message

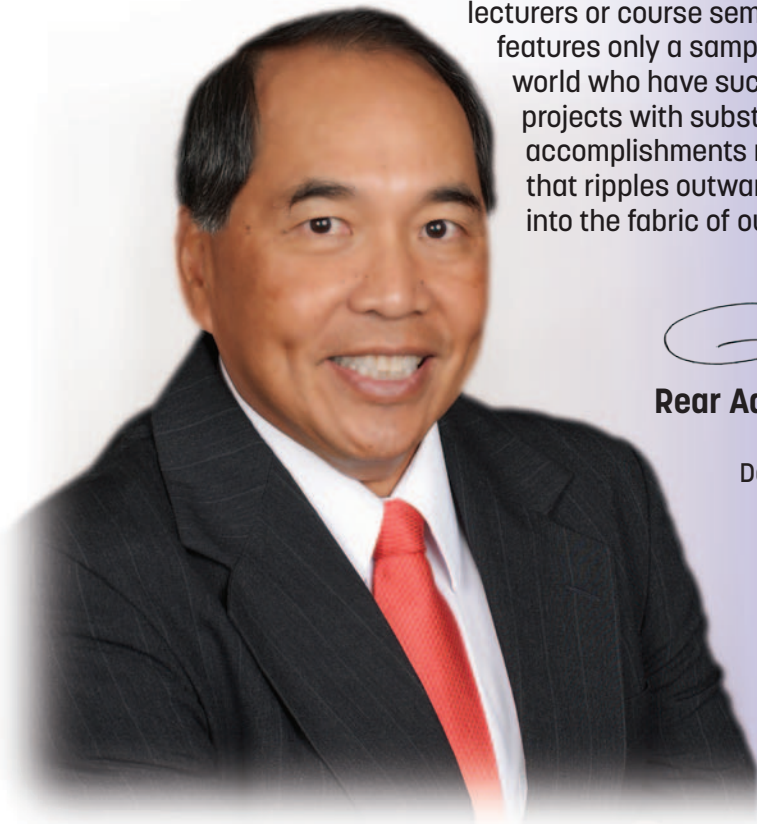
Fellow Projects speak to DKI APCSS' core Lines of Effort (LOE): Educate, Connect, and Empower. All are important and our efforts to Empower create a unique niche focusing on the pursuit of outcomes to foster a more secure, stable, and prosperous region.

At the heart of DKI APCSS lies a vibrant tapestry of leaders and doers—our alumni. These remarkable individuals who complete our long courses build on a network of professionals and shared understanding to generate gateways for collaboration and cooperation to achieve tangible outcomes.

These security practitioners are hand-selected to come to DKI APCSS to participate in the Comprehensive Security Cooperation (CSC) course and undertake a project with practical policy implications that will have a meaningful impact on their country's national security and beyond. Fellows are given the opportunity to develop and refine their projects by engaging with subject matter experts, other course participants, and seminar leaders.

Upon returning to their home country as alumni, they are faced with the most crucial component of this process: successfully completing and implementing their project. We realize that this can be a daunting task. Therefore, DKI APCSS publicly celebrates the completion of these projects by presenting a distinguished Certificate of Completion and, most importantly, a Laulima lanyard that signifies a milestone achievement of any alumni.

This recognition celebrates our alumni's innovativeness, motivation, persistence, courage, and open-mindedness to push beyond complex challenges to get to practical solutions. Alumni who wear the Laulima lanyard have opportunities to return to the Center as guest lecturers or course seminar leaders. This publication features only a sample set of alumni from around the world who have successfully implemented their projects with substantial impact. These accomplishments represent the tip of empowerment that ripples outward, stitching peace and security into the fabric of our world.

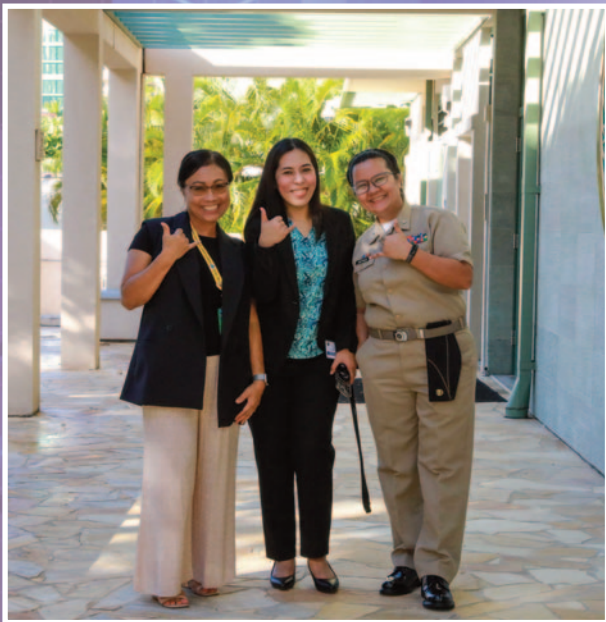


A handwritten signature in black ink, appearing to read "Peter A. Gumataotao". The signature is fluid and cursive.

**Rear Admiral (Ret) Peter A. Gumataotao**  
Director

Daniel K. Inouye Asia-Pacific Center  
for Security Studies

# Fellow Projects



The Fellow Projects were introduced into the core curriculum of DKI-APCSS in 2009. Since then, the program has become an integral process of learning, understanding, and implementing policy-based research and analysis pertinent to the Indo-Pacific region. What the Fellow Projects do is provide an opportunity for our fellows to think big and attempt to influence policy in their organization or maybe even in their country. Projects developed by Fellows have included creating national security strategies, counter-terrorism training programs, and technical solutions to monitor IUU fishing, to name just a few. Ideas for projects develop from policy discussions with peers and faculty during their residency at the DKI-APCSS campus in Hawaii.

- All participants in DKI APCSS Comprehensive Security courses complete a Fellow Project, a tangible demonstration of the center's core motto of Educate, Connect, and Empower.
- Through a project-based learning model, the program strives to develop the critical thinking, collaboration, assessment, and analytical skills required to design and implement solutions relevant to the Fellows' work with the goal of improving organizational performance, security sector governance, and national capacity.
- The Fellow Project provides the opportunity for the fellows to gain the necessary skillsets and knowledge to effectively diagnose and develop pragmatic solutions to a set of problems that they identify as being critical to the national security of their country and region.
- The project intends to demonstrate the ability to think broadly and make multiple connections with complex issues. Additionally, the Fellow Project also assists in the growth of a professional network with colleagues, faculty, and subject-matter experts both within and outside the center.

# FELLOW PROJECTS ARE ORGANIZED INTO THREE CATEGORIES:

## Strategic, Operational, and Tactical

### Strategic Level Projects

- Develop a new national security policy
- Update national counter-terrorism strategy
- Develop a multinational anti-trafficking strategy
- Develop a plan to counter IUU Fishing

### Operational Level Projects

- Improve inter-ministerial security cooperation
- Develop HADR training for naval cooperation
- Improve intelligence sharing to detect terrorist activities
- Develop SOP for agency crisis operations

### Tactical Level Projects

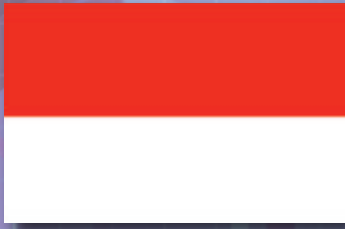
- Efficient Use of Manpower and Transport in my Unit
- Establish Digital Security Controls at Ports
- Improve Base Security and Access
- Integrating Gender Issues in Disaster Management Planning and Budgeting Training Curriculum



For more information on Fellow Projects, please visit <https://tinyurl.com/ypmszhds>

or scan below:





Indonesia

# Atika Rachma

*Policy Analyst, Coordinating Ministry for Political, Legal, and Security Affairs*

## WHO

Hailing from Indonesia, Ms. Atika Rachma is a policy analyst at the Coordinating Ministry for Political, Legal, and Security Affairs. She is an alum of the 2022 Comprehensive Security Cooperation course.

## PURPOSE

The Synergy Program for Counterterrorism is an inter-institutional effort involving 46 different ministries and agencies. Because of the massive stakeholder involvement, this program has difficulty implementing its various objectives and initiatives. These efforts typically require coordination between national and local governments, but without much accommodation for local government's budget, the Synergy Program for Counterterrorism falls short of its mission.



# OPTIMIZE THE COORDINATION WITHIN THE INDONESIAN INTER-INSTITUTIONAL “SYNERGY PROGRAM FOR COUNTERTERRORISM”

*Project timeline: 6/30/2022 – 1/5/2023*

## DESCRIPTION

To address the lack of coordination, Atika proposed a project about drafting a ministerial recommendation letter with an analysis of potential areas for the Program's improvement. With a keen focus on utilizing local government resources, she organized a meeting with the relevant stakeholders to create a de-radicalization program. This initiative encouraged the social reintegration of individuals previously involved with terrorist organizations and had recently returned to Indonesia. Working with local government and universities, Atika and her team arranged the de-radicalization program's first implementation in the Indonesian province of West Nusa Tenggara.

## ACCOMPLISHMENTS AND IMPACTS

The successful execution of Atika's program was a testament to the possible collaboration between local and national governments to pursue counterterrorism efforts. With this in mind, she submitted a recommendation letter to the Coordinating Ministry and completed the initial objective for her Fellow Project. However, the Indonesian National Counter Terrorism Agency (BNPT) decided to expand the radicalization program to five other Indonesian provinces.

## WHAT WE LEARNED

This project underscores the importance of coordination across national stakeholders and local governments when pursuing collaborative objectives relating to counterterrorism. Atika achieved her objectives because her team engaged with local agencies to identify any unique circumstances that may affect the de-radicalization program. Her project demonstrates the necessity for functioning inter-governmental coordination.

## NEXT STEPS

The Coordinating Ministry for Political, Legal, and Security Affairs recently coordinated with the National Research and Innovation Agency of Indonesia (BRIN) to evaluate the effectiveness of the radicalization program. This survey will identify any areas of improvement or adjustment. In addition, Atika's office recently announced the renewal of this ministerial regulation for the program's expansion to other provinces.





Philippines

# Kristina Camille Cablayan

*Chief, Multilateral Cooperation Division (DND)*



## DESCRIPTION

Kristina's Fellow Project originated from an analysis of UNPO policies within the DND. Recognizing the absence of an implementing policy for a specific memorandum issued on December 23, 2019, she set out to address this challenge at her level within the DND. Her objective was to enhance the guidelines governing the processing of military deployments to UNPOs, improving communication channels and bolstering the overall efficiency of the process.

## ACCOMPLISHMENTS AND IMPACTS

Kristina's project yielded significant accomplishments, most notably the successful development and issuance of DC No. 03, "Guidelines on the Processing of Military Deployments to United Nations Peace Operations." This comprehensive directive not only resolved administrative bottlenecks but also introduced streamlined process flows for different scenarios. By differentiating between deployments to previously approved UNPOs, deployments to new UNPOs, and the registration of Armed Forces of the Philippines peacekeepers in the UN Peacekeeping Capability Readiness System, Kristina's project brought clarity and efficiency to an intricate process. Furthermore, the collaborative effort between the Multilateral Cooperation Division and other departments led to effective policy crafting and implementation. This collaborative synergy played a pivotal role in enabling timely endorsements for military deployments through the National Committee on UN Peace Operations. Kristina's project successfully bridged the gap between policy design and operational execution.

## WHO

Hailing from the Philippines, she heads the Multilateral Cooperation Division in her country. She is an alum of the 2022 Comprehensive Security Cooperation course.

## PURPOSE

Kristina embarked on a mission with a clear purpose: to streamline and enhance the communication and process flow for military deployments to United Nations Peace Operations (UNPOs). Identifying a critical gap in implementing policies related to UNPOs, she aimed to fortify the administrative framework while ensuring effective collaboration between relevant departments.



# IMPROVED THE COMMUNICATION FLOW ON THE APPROVAL OF INDIVIDUAL MILITARY DEPLOYMENT TO THE UNITED NATIONS PEACE OPERATIONS

*Project timeline: 10/26/2022- 3/6/2023*

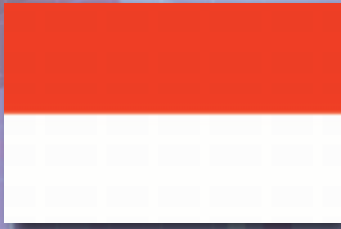
## WHAT WE LEARNED

This project underscores the importance of cohesive interdepartmental collaboration in achieving policy objectives. It highlights the significance of clear process delineation in intricate administrative procedures. The success of Ms. Kristina's initiative emphasizes the power of proactive policy-making to streamline complex operations.

## NEXT STEPS

The project's trajectory hinges on the results of the ongoing policy review. Should any gaps or shortcomings emerge, Kristina's proactive stance ensures the initiation of necessary amendments. This readiness to adapt and refine policies demonstrates a commitment to continuous improvement and the seamless execution of military deployments to UNPOs.





Indonesia

# Ruri Prabaswari

*Senior Data Analyst,  
Indonesia National Cyber  
and Crypto Agency*

## WHO

Hailing from Indonesia, Ms. Ruri Prabaswari works at the Indonesian National Cyber and Crypto Agency. She is an alum of the 2022 Comprehensive Security Cooperation course.



## PURPOSE

In response to a wave of massive cyberattacks that struck Indonesia in 2022, compounded by the onset of the Covid-19 pandemic, Ruri embarked on a mission with a purposeful intent: to establish a comprehensive cyber crisis management framework that would shield the nation from impending cybersecurity threats. Recognizing the need for a coordinated approach, her purpose was to safeguard Indonesia's critical infrastructure sectors while preparing for unforeseen digital challenges.



# WORKING GROUP FOR INDONESIAN CYBER CRISIS MANAGEMENT

*Project timeline: 6/17/2021- 1/1/2022*

## DESCRIPTION

Ruri formulated a strategic plan aimed at erecting a formidable defense against cyber threats. Central to her vision was the creation of a National Cyber Crisis Management Team, a new entity that would stand against potential digital onslaughts. Her approach encompassed not only conceptualizing the team but also defining its intricate roles and responsibilities. This endeavor involved thorough qualitative analysis, combining primary data gathered from in-depth interviews and secondary data from comprehensive literature reviews.

## ACCOMPLISHMENTS AND IMPACTS

Ruri's proudest achievement lies in her creation of the National Cyber Crisis Management Team model. This model holds the potential to reshape Indonesia's cybersecurity landscape. By addressing crisis management at a systemic level and refining cybercrime detection tools, her contributions have far-reaching implications. Her work not only shields critical infrastructure but also empowers the nation to tackle the evolving cyber threat landscape.

## WHAT WE LEARNED

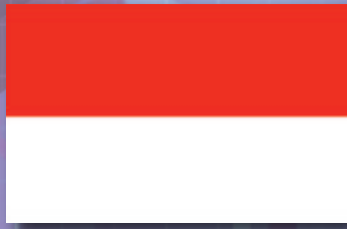
Through Ruri's initiative, it becomes evident that the integration of proactive cybersecurity measures is a paramount necessity in the modern digital age. Her work underscores the importance of collaboration, data-driven decision-making, and a forward-looking approach to security challenges. Additionally, her collaboration with peers highlights the value of fostering a supportive academic community.



## NEXT STEPS

Looking ahead, Ruri's journey continues with an unwavering commitment to her mission. Her next steps involve bringing her model to life by advocating for the permanent establishment of Indonesia's National Cyber Crisis Management Team. Additionally, she envisions a dynamic expansion of her work to include community engagement and collaboration with private stakeholders. Her aspiration is to pave the way for a more secure and resilient digital future for her nation and beyond. Additionally, Ruri also offers support and mentorship to her DKI APCSS peers and classmates on their Fellow Projects.





Indonesia

# Intan Rahayu

*Director, Indonesia National Cyber and Crypto Agency*

## WHO

Hailing from Indonesia, Mrs. Intan Rahayu is the Director of the Indonesia National Cyber and Crypto Agency. She is an alum of the 2022 Comprehensive Security Cooperation course.



## PURPOSE

Despite outnumbering men in internet usage, Indonesian women only represent a small fraction of the cybersecurity workforce. Intan sought to increase this group's participation in technological roles, but she observed the following obstacle: a societal assumption that cybersecurity is a masculine profession. Countering this stigma, Intan proposed a project to inspire the next generation of female cybersecurity practitioners.

## DESCRIPTION

Intan created a mentoring program titled "Indonesia Women Leadership Program in Cybersecurity." She recruited professionals from government and academic organizations to exchange perspectives about cybersecurity as a career field. Focusing on cyberinfrastructure, this program's first round of implementation provided nine mentoring sessions across two months.

## ACCOMPLISHMENTS AND IMPACTS

Alongside sixteen other mentors in her program, Intan pursued the following objective: enhance the practitioners' familiarity with systems and procedures that manage an organization's sensitive information. She began this weeks-long initiative with a pertinent session about leadership in cybersecurity spheres. The program's first execution yielded thirty-five graduates.

# INDONESIAN WOMEN LEADERSHIP PROGRAM IN CYBERSECURITY

*Project timeline: 5/25/2022 – 10/31/2022*

## WHAT WE LEARNED

This Fellow Project provides a different approach to addressing cybersecurity threats: diversifying the career field with female participation. Intan's program offers its mentees the operational knowledge necessary for cybersecurity professions and prepares them with the leadership skills for advancing further into these roles.

## NEXT STEPS

Intan continues to be involved in the Indonesia Women in Cybersecurity (IWCS) organization by participating in expert panels and related initiatives. Additionally, after its success in 2022, the mentorship program held another session from November to December 2023 with thirty-eight mentees.





Mongolia

# Mendee Jargalsaikhan

*Director, Institute for Strategic Studies of Mongolia*



## WHO

Hailing from Mongolia, Dr. Mendee Jargalsaikhan is the Director of the Institute for Strategic Studies of Mongolia. He is an alum of the 2023 Comprehensive Security Cooperation course.

# DKI APCSS – MONGOLIA SECURITY DIALOGUE

Project timeline: : 2/15/2023 – 10/30/2023



## ACCOMPLISHMENTS AND IMPACTS

Through this collaborative event, Mendee was able to bridge the knowledge gap among Mongolian and American academics, policymakers, and security practitioners. Additionally, his efforts further developed the existing networks between American regional institutes and Mongolian government organizations for pursuing security studies.

## WHAT WE LEARNED

As developments progress in East Asia and the neighboring countries, it is pivotal to form and maintain strategic partnerships for a stable future. The DKI APCSS – Mongolia Security Dialogue provides a platform for professionals to understand each other's perspectives on a one-to-one basis. This initiative promotes a personal touch when developing international partnerships.

## PURPOSE

National security documents consistently echo the value of the Mongolia-United States partnership. Both countries present strategic, reliable, and beneficial networks for one another. However, Mendee observed a necessity for relevant academic and government stakeholders to better understand the historical development and significance of this relationship. To address this knowledge gap, Mendee embarked on a journey to collaborate with DKI APCSS and create a platform for discussing Mongolia-US relations. In the process, he hoped to strengthen the existing connection between the Center and the Mongolian Alumni Association.

## DESCRIPTION

This project ultimately produced a 3-day event with individuals representing the Institute for Strategic Studies (ISS) of Mongolia, DKI APCSS, and the Mongolian government. The security dialogue involved formal discussions about significant international developments and meetings with various departmental leaders. Mendee organized a reception for members of the Mongolian Alumni Association, US Embassy, and DKI APCSS to gather and build upon their preexisting partnership. These events brought together 60+ individuals across the invited organizations.

## NEXT STEPS

Due to its significant objectives and resulting success, this dialogue will occur on an annual basis. The next edition will include invitations for other regional centers associated with the U.S. Department of Defense. In an effort to strengthen ties with DKI APCSS, Mongolian government institutions will coordinate to send personnel to attend a Comprehensive Security Cooperation course and ensure the execution of their proposed Fellow Projects.





Tonga

# Viliami Lolohea

*First Secretary, Tonga High Commission  
London, U.K.*



## WHO

Hailing from Tonga, Mr. Viliami Lolohea is a diplomat based at the Tongan High Commission in London. He is an alum of the 2016 Advanced Security course.

## PURPOSE

Viliami embarked on a transformative project with a clear purpose: to address Tonga's sand shortage. He set out to mitigate the risks posed by the scarcity of natural sand. With coastal erosion, ecosystem degradation, and loss of resources at stake, his purpose was to introduce a sustainable and eco-friendly alternative while fortifying the nation against natural hazards and climate change impacts.

## DESCRIPTION

Viliami's project centers on harnessing the potential of ferronickel slag (*sland*), a by-product of nickel mining, as a pragmatic alternative to natural sand. Knowing that there was a large *sland* stockpile 1800 kilometers away in Noumea, New Caledonia, he envisaged its application in construction, land reclamation, and infrastructure development in Tonga.



# SAND SHORTAGE IN TONGA, A NATIONAL SECURITY RISK

*Project timeline: 9/22/16 - 7/24/23*



## ACCOMPLISHMENTS AND IMPACTS

By advocating for the use of *sland*, Viliami has not only helped to alleviate Tonga's immediate sand shortage but also fostered resilient construction practices. The construction of a house using *sland* marked a tangible step towards affordable and disaster-resistant housing. His project catalyzed significant collaborations, securing support from the New Caledonia Government, Tonga Ports Authority, and the King and Queen of Tonga.



## NEXT STEPS

Viliami's project is approaching a pivotal juncture. As the first large shipment of *sland* to Tonga nears, the project's transformative impact is poised to accelerate. The project's ripple effect extends beyond Tonga, nurturing sustainable development and fostering island-to-island cooperation in the Pacific. This initiative is set to invigorate Tonga's construction landscape, empowering its communities to withstand environmental uncertainties.

In alignment with United Nations Sustainable Development Goals and His Majesty King Tupou VI's vision, Viliami's Fellow Project embodies a holistic vision for a resilient and sustainable future. By transcending borders, cultures, and generations, this project stands as a testament to the ability of innovation and proactive diplomacy to create lasting change. In essence, this initiative showcases the capacity of visionary leaders to shape a safer, more resilient Pacific region.

## WHAT WE LEARNED

Viliami's endeavor underscores the transformative potential of resourceful thinking and determined diplomacy. This project exemplifies the power of collaboration in addressing shared challenges among vulnerable island nations. The project's journey shows the value of persistence, adaptability, and seizing opportunities that emerge from diverse interactions.



Nepal

# Ananda Raj Khanal

*Senior Director, Nepal Telecommunications Authority*

## **WHO**

Hailing from Nepal, Mr. Ananda Raj Khanal is the Senior Director of the Nepal Telecommunications Authority. He is an alum of the 2015 Comprehensive Security Responses to Terrorism course.

## **PURPOSE**

Well-established in the cybersecurity domain, Ananda pursued a project that targeted the advancing nature of cybercrimes. Nepali organizations had been accustomed to issues associated with hacking, website defacement, and the spread of malware, but sophisticated crimes soon emerged involving disastrous data breaches and online fraud. Ananda observed the ad-hoc nature of government responses and sought to take initiative. He began the process of creating a systematic and strategic approach to managing cyber threats at the national level.



# DEVELOPING A NATIONAL CYBER SECURITY POLICY FOR NEPAL

*Project timeline: 3/13/2015 – 8/7/2023*

## DESCRIPTION

Upon leaving DKJ APCSS, Ananda engaged in a years-long process to create the National Cyber Security Strategy for Nepal. He requested technical assistance and expert knowledge from the International Telecommunications Union, and with their preliminary assessment of the cyber domain, the first draft was prepared for distribution across various governmental departments to receive their feedback. The Ministry of Communications and Information Technology received the final draft within one year. Nepal's Cabinet officially approved this strategy in August 2023.

## ACCOMPLISHMENTS AND IMPACTS

This project represents a monumental milestone for tackling cybercrimes in Nepal. After submitting the final draft version in 2016, Ananda continued to pursue initiatives centered on raising awareness for cyber threats. He has collaborated with organizations like UNICEF to provide training for media literacy and the online safety of children. Lecturing at the Staff College and War College of the Nepali Army, Ananda also encourages the next generation of cybercrime experts to pursue theses about the cyber realm.



## WHAT WE LEARNED

The cyber landscape will continue to change with technological advancements. If countries want to maintain adequate protection against cyberattacks for the public, they must take the initiative and continuously adapt national-level policy. Ananda's project was founded on an initiative to provide a framework for understanding this new digital age.

## NEXT STEPS

Although his initial Fellow Project is complete, Ananda looks forward to the next phase: implementation. The landscape for cybercrimes is continuously evolving. Nepal's National Strategy must be willing to adapt and implement its framework. His current position in the Nepal Telecommunications Authority (NTA) allows him to join the discussion about developing standards and norms for cyberspace.





Nepal

# Aarti Chataut

*Deputy General Manager, Nepal Television*



## WHO

Hailing From Nepal, Ms. Aarti Chataut is the Deputy General Manager for Nepal Television. She is an alum of the 2015 Comprehensive Security Responses to Terrorism course.

## PURPOSE

Aarti initially sought to address the violence experienced by women during the Nepali Civil War. This demographic faced a unique set of circumstances because women were often the target of sexual and gender-based violence (SGBV). Despite the formation of the Truth and Reconciliation Commission in 2014, Aarti identified a gap in the government's understanding as it relates to SGBV. Without precise data or acknowledgment of this particular wartime violence, this experience goes unheard in the aftermath of recuperation.

# “BREAKING THE SILENCE” – WOMEN, PEACE, AND SECURITY

*Project timeline: 2/11/2015 – 8/12/2022*

## DESCRIPTION

As a journalist, Aarti conceptualized her influential position as an advocate for the voiceless and a mediator with government authorities. Her established presence in the media industry led to her Fellow Project: a television program titled “Pahal – An Initiative Against Gender-Based Violence.” With support from Nepal Television, Aarti chose to raise awareness of the historical nature of SGVB through this accessible platform and reach a wider audience.

## ACCOMPLISHMENTS AND IMPACTS

This television program received substantial support and demand upon airing for the first time. Aarti’s efforts help inform the public and policymakers who may not understand the unique female experience during moments of disaster. In its eighth year, her program continues to share stories and issues related to SGBV.

## WHAT WE LEARNED

This ongoing project highlights the significance of sharing histories and learning about the various experiences of those affected by disastrous events. Journalism holds a key position within this responsibility because individuals can use their platform to project untold histories and perspectives. Additionally, Aarti’s program illustrates an opportunity to hold government institutions accountable for previous legislative promises or initiatives.



## NEXT STEPS

Aarti continues to grow in her position at Nepal Television. She recently returned to DKI APCSS as a Seminar Leader for the Comprehensive Security Cooperation (CSC) course in September-October 2023. Reflecting on this experience, Aarti spoke on the impactful nature of her television program and shared guidance for current course participants about how to develop their own Fellow Project.





Sri Lanka

# Harsha Sandamal Weerasuriya

*Head of the Special Investigations Unit /  
Acting Deputy Chief Security Manager  
Sri Lanka Ports Authority*



## PURPOSE

Harsha undertook a crucial mission with a clear purpose: to enhance the safety and security measures within Sri Lanka's maritime ports. Recognizing the significance of Sri Lanka's port operations, especially the Port of Colombo as a Transshipment Hub in South Asia, his purpose was to streamline port access control procedures, modernize documentation, and fortify security protocols.

## DESCRIPTION

Harsha's project centered on addressing a pressing challenge: the manual checking and documentation of Port Entry Permits for individuals and vehicles accessing Sri Lanka's High Security Zones—its maritime ports. Faced with a high volume of day-to-day activities and considering financial constraints, his project sought to transition from traditional manual methods to digital documentation. By introducing fixed and mobile Barcode/QR Code Scanners, he aimed to streamline the Port Access Control process.

## WHO

Hailing from Sri Lanka, Capt. Harsha Weerasuriya heads the Special Investigations Unit of the Sri Lanka Ports Authority in Colombo, Sri Lanka. He is an alum of the 2022 Comprehensive Security Cooperation course.



# DIGITAL DOCUMENTATION OF VEHICLES & PERSONS AT PORT ENTRY / EXIT GATES

Project timeline: 9/21/2022 - 8/15/2023



## NEXT STEPS

As the Information Systems and Electrical Engineering Divisions of the Sri Lanka Ports Authority move forward with the implementation of the Best Solution / Action Plan, the port access control landscape is set to undergo a significant transformation. By September 2023, the Port of Colombo will see the integration of digital documentation, marking a milestone in Sri Lanka's maritime security measures.



## ACCOMPLISHMENTS AND IMPACTS

Harsha's project achieved a groundbreaking outcome: the introduction of modern technology to streamline and expedite port access procedures. By introducing Barcode/QR Code Scanners, he not only alleviated the time-consuming manual checking process but also ushered in an era of efficient digital documentation. His initiative not only strengthened port security but also paved the way for improved record-keeping and real-time monitoring of port entry and exit.

## WHAT WE LEARNED

Harsha's project underscores the transformative power of technology in enhancing security and efficiency. It highlights the importance of proactive adaptation in the face of challenges and the critical role of cooperation and networking with international organizations. The project's reliance on partnerships with the US Embassy in Sri Lanka exemplifies the potential for cross-border collaboration in expertise sharing.





ICRC

International Committee  
of the Red Cross

# Verena Neundter

*Regional Delegate for Police and Security Forces,  
International Committee of the Red Cross  
covering Bangladesh, Sri Lanka and China (2020-2023)*

## WHO

Ms. Verena Neundter, a former German police officer, was stationed in Bangladesh as the Regional Delegate for Police and Security Forces to the International Committee of the Red Cross (ICRC). She is an alum of the 2022 Comprehensive Security Cooperation course.

## PURPOSE

As military forces are increasingly deployed to support law enforcement agencies, Verena recognized the importance of highlighting those forces' responsibilities and limitations while applying international standards of policing and human rights law. Her project aimed to create a platform for discussing such protocols.





# MILITARY IN LAW ENFORCEMENT – CAPACITY BUILDING

## DESCRIPTION

Hosted in Sri Lanka, Verena organized a workshop for 90 total commanders to review the fundamentals of exercising police power. This workshop included discussions about the management of crowds, appropriate protocols for arrest, and the use of force and firearms. She also employed collaborative exercises featuring real-life case studies to practice this new knowledge.

*Project timeline: 10/26/2022 – 4/28/2023*



## ACCOMPLISHMENTS AND IMPACTS

This workshop produced enriching conversations about the role of military forces in supporting law enforcement, their objectives, and the challenges that might emerge in this transition of tasks between different legal frameworks.

## WHAT WE LEARNED

As a regional delegate for Asia, Verena demonstrated another opportunity to build and maintain trust between state forces and the ICRC, reminding them of the international standards of policing. Military and police forces hold a distinctive responsibility to retain a population's confidence while exercising law enforcement as they fulfill their objectives.

## NEXT STEPS

Verena is confident that this training will have significant implications for future law enforcement operations. The knowledge gained at these workshops will permeate throughout Sri Lankan military forces, encouraging individuals to navigate their responsibilities with international standards in mind.



Lebanon

# Mohamad El Affi

*Land Border Regiments Training School Commander,  
Fouad Shehab Command & Staff College - Lebanese Army*



## WHO

Hailing from Lebanon, Brigadier General Mohamad El Affi is stationed at the Armed Forces' Land Border Regiments Training School. He is an alum of the 2023 Comprehensive Security Cooperation course.

## PURPOSE

The Land Border Regiments Training School (LBRTS) functions as one of many training institutions for the Lebanese Army. Due to the ongoing economic crisis, the LBRTS lost 91% of its annual budget and thusly encountered a significant obstacle to maintaining its core objective. Mohamad understood that this circumstance required an untraditional resolution because the LBRTS must rely on existing resources to fund its own operation.

# LAND BORDER REGIMENTS TRAINING SCHOOL: TURNING CHALLENGES INTO OPPORTUNITIES

*Project timeline: 3/22/2023 – 9/15/2023*

## DESCRIPTION

For his project, Mohamad developed a Hostile Environment Awareness Training (HEAT) course to sell to national and international non-governmental organizations. The International Centre for Migration Policy Development (ICMPD) funded the training of Mohamad's own officers and the subsequent execution of such trainings. Through this organization's global audience, Mohamad was able to advertise this initiative broadly. He invited NGO representatives to an "Open Day" to observe the actual implementation of a HEAT course.



## ACCOMPLISHMENTS AND IMPACTS

The showcase proved immensely successful and brought representatives from the United Nations, embassies, and NGOs. Following this event, he collected the information for individuals interested in purchasing this training for their personnel. Mohamad then organized the actual execution of his course for nineteen professionals and received positive reviews about the training material from an evaluation survey.

## NEXT STEPS

Mohamad's project provides a stable revenue stream for the Land Border Regiments Training School. With an excellent team of trainers supporting the course, there are plans to offer this training 2-3 times a year.

## WHAT WE LEARNED

This Fellow Project illuminates the benefits of resolving institutional challenges with untraditional solutions. Mohamad's efforts primarily sought to fund the LBRTS, but in the process, he developed a course that would benefit several international and national organizations. Facing limited resources, he demonstrated the potential for partnerships between militaries and non-governmental organizations.





Nauru

# Gregor Garoa

*Former Superintendent, Nauru Police Force*

## WHO

Hailing from Nauru, Mr. Gregor Garoa served as the Superintendent of Learning & Development within the Nauru Police Force. He is an alum of the 2015 Advanced Security Cooperation course.

## PURPOSE

In 2015, Gregor proposed a project to synchronize coordination amongst emergency management agencies and practice their response by conducting joint crisis management exercises. This project remained in-progress until March 2020 with the arrival of the COVID-19 pandemic. Soon after, Former President Lionel Aingimea of Nauru requested emergency management agencies, including the Nauru Police Force, to organize crisis management drills to address gaps within their coordination for potential national shutdowns.

## DESCRIPTION

Addressing President Aingimea's request, Gregor utilized this momentum to implement his Fellow Project and utilize his prior training with DKI APCSS. Representing the police force, he joined in the efforts to coordinate with other emergency



# ENGAGING ALL NAURU EMERGENCY RESPONSE AGENCIES TO CONDUCT CRISIS MANAGEMENT JOINT EXERCISES

*Project timeline: 10/19/2015 - 12/22/2020*



responders like the Ministry of Health and Medical Services, Rescue Fire Service, Maritime Port Authority, and many more. These stakeholders organized eleven COVID-19 emergency drill exercises that targeted various scenarios of containment and contagion. Gregor's department participated in several scenarios concerning the coordination of lockdowns in community districts and contact tracing in public spaces.

## WHAT WE LEARNED

The COVID-19 pandemic illuminated the ramifications of ill-prepared responses to global health crises. Years previously, Gregor's project was founded on a preemptive instinct to coordinate emergency response agencies and identify any gaps within their execution. His initiative highlights a constant necessity to reevaluate and adapt national emergency responses to emerging threats in health security.

## ACCOMPLISHMENTS AND IMPACTS

Nauru's National Coronavirus Taskforce released a "Post Exercise Report" as a continuing effort to refine and develop the country's National Incident Response Plan. This report evaluated the effectiveness of these emergency drills and provided feedback to each participating organization. Upon receiving feedback about lagging communications in the field, he took initiative to introduce a command post that coordinated responses with ground personnel and the COVID-19 Task Force. Leading the Police Force's involvement, Gregor had a significant role in the development and successful execution of these drills.

## NEXT STEPS

Although Gregor has since left the Nauru Police Force, his Fellow Project left a profound impact on Nauru's development of a National Response Plan during a critical moment of global uncertainty.



Completing a Fellow Project requires initiative and resilience, and DKI APCSS recognizes the Fellows' accomplishments. Upon completing their project, Fellows are awarded with a Certificate of Completion and Lanyard. This distinguished group also has a higher probability of being selected to return as a visiting Seminar Leader in future CSC courses and competing for the Alum of the Year Award.







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