



NGO-Military Contact Group Conference 2015
CHALLENGE AND INNOVATION:
CIVIL-MILITARY RELATIONS IN A CHANGING WORLD

Speaker Biographies



PAUL ARKWRIGHT

DIRECTOR OF MULTILATERAL POLICY, FOREIGN AND COMMONWEALTH OFFICE

Paul joined the FCO in 1986 having spent 2 years teaching English in Japan. He is currently Director for Multilateral Policy with responsibility for the UK's work in the UN and other international organisations, Human Rights and Democracy, and Conflict Prevention. He was previously HM Ambassador to the Netherlands and has also served at the UK Delegation to NATO Brussels, the British Embassy in Paris (following an attachment to the French Foreign Ministry), and at the UK Mission to the UN in New York. He witnessed the fall of the Berlin Wall while posted to the British Military Government Berlin. At the FCO in London, he has headed the Counter Proliferation Department, and has worked on Conventional Arms Control and Hong Kong.

RT HON MARK FRANCOIS MP

MINISTER OF STATE FOR THE ARMED FORCES

Mark was born in Islington in 1965 and moved to Basildon in Essex with his parents in 1971. He now lives in his constituency in Rayleigh. He attended Bristol University and King's College, London, where he read history and war studies respectively. He served as an infantry officer in the Territorial Army, including with the local Royal Anglian Regiment, in the 1980s. Prior to becoming an MP, he worked in banking, public affairs and as a self-employed consultant. His political career began in local government, when he was elected to Basildon District Council in 1991. He served as the Vice-Chairman of the Housing Committee from 1992 to 1995. He was first elected to Parliament as the MP for Rayleigh in June 2001. From 2002 to 2004, he served in the Opposition Whips' office with departmental responsibility for home affairs, health and education. From 2004 to 2005 he was Shadow Economic Secretary to the Treasury and became Shadow Paymaster General in 2005. In 2007, he was appointed the Shadow Minister for Europe and became a member of the Shadow Cabinet in 2009. In 2010, he was appointed the Vice Chamberlain of Her Majesty's Household: a senior position in the Government Whips' Office. He was also appointed to the Privy Council. In September 2012, he was appointed Minister of State for Defence Personnel, Welfare and Veterans. Following the Government reshuffle in October 2013 he became Minister of State for the Armed Forces, within the Ministry of Defence.



AMELIA B. KYAZZE

CHAIR OF THE NMCG

Amelia B. Kyazze serves as the Senior Humanitarian Policy Adviser at the British Red Cross, a position she has held since 2011. In that position she chairs the NGO-Military Contact Group. Her current portfolio of policy work includes Civil-Military Relations, the Practical Application of Humanitarian Principles, and support for BRC's West & Central Africa Region. She has eighteen years' experience working for different agencies such as Save the Children UK, Oxfam GB, and Refugees International. She has worked in or had field missions to Albania, Kosovo, the Democratic Republic of Congo, Angola, Liberia, Malawi, Sudan, Ethiopia, Bangladesh, India, Indonesia, Vietnam and Myanmar.

She holds degrees from Cornell University and the London School of Economics.



DIANE CORNER

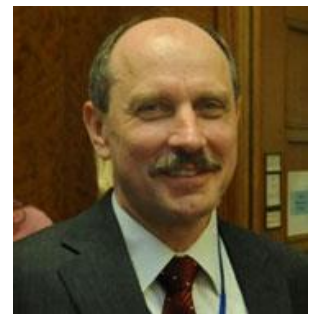
DEPUTY SRSR MINUSCA

Diane Corner was appointed in July 2014 by UN Secretary General Ban Ki-Moon as Deputy Special Representative and Deputy Head of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA). She took up her appointment on 1 September 2014. Prior to this appointment, Ms. Corner spent 32 years in the British Diplomatic Service. She served as British Ambassador to the Democratic Republic of the Congo and non-Resident Ambassador to the Republic of Congo (2013-2014), and was British High Commissioner to Tanzania from 2009-2013. She also spent six months as Acting High Commissioner to Sierra Leone in 2008-2009. Ms Corner's other overseas postings include as Deputy High Commissioner to Zimbabwe (2001-2003), as Deputy Head of Mission at the British Embassy Office in Berlin (1994-1998), and as Second Secretary Political at the British High Commission in Malaysia (1985-1988). Ms. Corner holds a degree in French and Politics (joint honours) from the University of Bristol. In 2000, she completed the Senior Course at the North Atlantic Treaty Organization (NATO) Defence College in Rome.

RUDOLF MÜLLER

DEPUTY DIRECTOR AND CHIEF, EMERGENCY SERVICES BRANCH, OCHA

Mr. Müller became the Deputy Director OCHA Geneva and the Chief of the Emergency Services Branch, based in Geneva, in 2010. He manages OCHA's emergency tools and services, such as the United Nations Disaster Assessment and Coordination teams, civil-military coordination and surge support. From 2006 to 2008, Mr. Müller was Chief of the UN Central Emergency Response Fund secretariat before being appointed Deputy Director of OCHA's Coordination and Response Division. He has led numerous emergency missions to support Resident and Humanitarian Coordinators in various country offices. Mr. Müller was Head of the OCHA office in Southern Sudan (2005-2006) following the establishment of the Comprehensive Peace Agreement in that country. He joined the Department of Humanitarian Affairs (now known as OCHA) in 1993 and worked on the use of military and civil defense assets in disaster relief for two years. In 1997, Mr. Müller rejoined as a disaster management expert, working as a Desk Officer and the acting Section Chief for Asia and the Pacific on major emergencies. He was significantly involved in the response coordination after the earthquake in Bam, Iran, in 2003, the 2004 Indian Ocean earthquake and tsunami, as well as the Darfur crisis in 2004. Prior to joining OCHA, Mr. Müller was a Weapons of Mass Destruction (WMD) verification expert with the UN Special Commission for Iraq (UNSCOM). He is a graduate from the Austrian Military Academy.



BRIGADIER ALASTAIR AITKEN OBE (LATE SCOTS)

COMMANDER 77TH BRIGADE, MINISTRY OF DEFENCE

Brigadier Alastair Aitken was commissioned into 1st Battalion The Black Watch (Royal Highland Regiment) in 1988. He served in a series of posts with his regiment in Northern Ireland, Germany, Scotland, Hong Kong and Bosnia. Brigadier Aitken commanded an Armoured Infantry Company in the UK and Iraq, including operations in Basra, Maysan and as part of a Battlegroup deployment to support the United States Marine Corps. He commanded The Highlanders, 4th Battalion Royal Regiment of Scotland in Germany. He then commanded Combined Force Lashkar Ghar in Afghanistan, overseeing the first district to be transitioned to the Afghan Security Forces. Brigadier Aitken was Chief of Staff to the British Brigade in Southern Iraq in 2003-04 during the early post conflict period. After a brief period as both Battalion Deputy Commander and instructor at the Intermediate Command and Staff Course, he assumed the post of Military Assistant to the Chief of the General Staff from 2007-08. He was then seconded to General Petraeus's Strategic Assessment Team which conducted the four month strategic review and estimate of the entire Central Command region in 2008/9. He was the Assistant Director Capability Strategy in the Army HQ directing the Army Force Design and Strategic Force Development process; he attended the Higher Command and Staff Course in 2013. Brigadier Aitken was awarded the prize for the Best Student on the Advanced Command and Staff College; was made OBE for command in Afghanistan; MBE for service as Chief of Staff in Iraq; awarded a QCVS for service in Bosnia. He now commands the new 77th Brigade that has been established to energise the military approach to the use of non-lethal and non-military means. The Brigade provides a wide range of Defence capabilities but it includes the deployable Civil Affairs units.



ANDY HILL

CIVIL-MILITARY ADVISER (HUMANITARIAN), DFID

Andy has worked in the Department for International Development (DFID) for three years and is the Civil-Military Adviser within the Conflict Humanitarian and Security Department's, Humanitarian Response Group, which is responsible for UK Humanitarian Response. He is the main point of contact for Civil-Military issues with an actual or likely UK military involvement for DFID. Andy ceased full-time reserve service in the army in 2011, he had spent the majority of his service specialising in Civil-Military Coordination (CIMIC) and Stabilisation activities which included a period in the Stabilisation Unit where he received his first exposure to cross-Whitehall working. Immediately prior to joining DFID, Andy worked in the Civil Military Planning

Support section within the civilian staffs' Operations Directorate in NATO HQ in Brussels, focussed mainly on the Libya crisis. Andy has extensive operational experience that includes the Middle East, Iraq, Afghanistan, Haiti, Mali, the Philippines and recently Sierra Leone. As well as being DFID's representative on UN OCHA's Military and Civil Defence Assets Consultative Group, he has been a member of the NMCG for many years and became a member of the Steering Group two years ago. Andy remains a member of the Army Reserve and is currently the Assistant Commander of the Military Stabilisation Support Group.

VICKIE HAWKINS

EXECUTIVE DIRECTOR OF MSF UK

After three years in the Emergencies Department at Oxfam, Vickie joined MSF in 1998, working first as a financial coordinator in China and Pakistan. She went on to do successive missions as Project Coordinator and Head of Mission in Pakistan, Afghanistan and Zimbabwe. Vickie became Head of the Programmes Unit at MSF UK in 2005, leaving for the field again in 2011 as Deputy Head of Mission in Myanmar. In May 2014 she started in her current role as Executive Director of MSF UK.



JOSEF REITERER

CHIEF OF OCHA'S CIVIL-MILITARY COORDINATION SECTION

Josef started his international career with the United Nations in 1999 in Geneva where he led the training programme on humanitarian civil-military coordination until June 2008. During this period he gained experience with mechanisms responding rapidly to humanitarian crises such as the United Nations Disaster Assessment and Coordination Team (UNDAC). He deployed several times to operations in highly demanding environments. From June 2008 to August 2010, Josef Reiterer led DPKO's civilian pre-deployment training team in Brindisi, Italy, from which 1500 newly hired peacekeepers graduated in less

than two years. After his return to UN OCHA Geneva in August 2010, he has dedicated two years to inspiring OCHA surge personnel for strengthening rapid response in humanitarian crises. Since 2013, Josef is the Chief of OCHA's Civil-Military Coordination Section, which is the UN-system wide focal point on humanitarian civil-military interaction.

SORCHA O'CALLAGHAN

HEAD OF HUMANITARIAN POLICY, BRITISH RED CROSS

Sorcha works on a range of different issues including humanitarian principles, civil military relations, resilience and accountability. Sorcha previously worked as a Research Fellow at the Overseas Development Institute. She led the Humanitarian Policy Group's work on protection of civilians and published on protection, livelihoods, humanitarian principles and humanitarian issues in Sudan. Prior to this, Sorcha worked on and in Sudan. Her roles included coordinating the Sudan Advocacy Coalition, a consortium involving Care, Christian Aid, International Rescue Committee, Oxfam GB, Save the Children UK, Tearfund, which worked together on research, policy and advocacy on humanitarian issues in Sudan. With a background in law, Sorcha previously worked in the refugee and asylum sector in Ireland.





DR MOHAMMAD-MAHMOUD OULD MOHAMEDOU

DEPUTY DIRECTOR, GENEVA CENTRE FOR SECURITY POLICY AND ADJUNCT PROFESSOR, GRADUATE INSTITUTE

Dr Mphamedou is Deputy-Director and Academic Dean of the Geneva Centre for Security Policy and Adjunct Professor at the Graduate Institute of International and Development Studies in Geneva. Professor Mohamedou is also a Visiting Professor at the doctoral school at Sciences Po Paris. He was previously the Associate Director of the Harvard University Programme on Humanitarian Policy and Conflict

Research in Cambridge, Massachusetts, former Foreign Minister of Mauritania, Director of Research of the International Council on Human Rights Policy, and Research Associate at the Ralph Bunche Institute on the United Nations in New York. He is the author of several books including *Understanding Al Qaeda – Changing War and Global Politics* (Macmillan, 2011), *Contre-Croisade – Le 11 Septembre et le Retour du Monde* (L'Harmattan, 2011), and *Iraq and the Second Gulf War – State-Building and Regime Security* (Austin and Winfield, 2002), and contributed chapters to several edited volumes, including *An International History of Terrorism* (Routledge, 2013), *Violent Non-State Actors in Contemporary World Politics* (Columbia University Press, 2010), *Rethinking the Foreign Policies of the Global South* (Lynne Rienner, 2003), and *Governance, and Democratization in the Middle East* (Avebury, 1998). His research focuses on transnational terrorism, political violence, the transformation of warfare, transitions to democracy, and Middle Eastern and North African sociopolitical and security developments. Professor Mohamedou is a frequent lecturer in his fields of expertise and has contributed notably to *The New York Times*, *The Boston Globe*, *Financial Times*, *Le Monde*, *Le Monde Diplomatique*, BBC World News, Al Jazeera, France 24, Deutsche Welle and ABC News (US).



COLONEL PASCAL FACON

DEPUTY COMMANDER OF THE JOINT FORCE AND TRAINING HEADQUARTERS, MOD FRANCE

Graduating from Saint Cyr, the French military academy in 1985, Colonel Facon joined the French Marines corps in 1988 and was assigned in the 41^o Régiment d'artillerie de Marine in 1989. He served with this Regiment as Recce officer and Gun Position Officer before joining the 5^o Régiment Interarmes d'outre mer in Djibouti in 1992 as Stinger platoon and company deputy commanding officer. In the Horn of Africa, from 1992 until 1994, he took part in Op RESTORE HOPE and ONUSOM II in Somalia over a seven month period and participated in the NEO in Yemen. Returning to France, he took command of the 1st Field Artillery battery of the 1^o Régiment d'artillerie de Marine in 1994. In OP SALAMANDRE, he deployed with his battery in MOSTAR, Bosnia as part of the IFOR framework. Appointed as staff officer at the Joint Headquarters Paris in 1997, he attended the Command and general Staff College, three years later. Assigned to the 3^o Régiment d'artillerie de Marine in 2001, he deployed to Kosovo (Chief Engineer – Op TRIDENT) and Ivory Coast (J5 Chief – Op LICORNE). He spent 2 years in Mali as the Director of Studies in the Peace Support Training Center in Koulikoro before returning to France as a member of the directing staff at the War college. He assumed command of 43^o Bataillon d'infanterie de Marine in Abidjan from 2006 until 2007 and then joined the Operational Center for planning and conduct as OF5 in charge of strategic anticipation for Africa. In June 2010, he became the Africa adviser to the chief of defence Staff. In August 2012, he was designated as a member of the 62nd promotion of the Military Center for Higher Studies and the 65th promotion of the National Defense Institute. In June 2013, he deployed to Mali (Executive Officer - Op SERVAL). At the end of a 13 month mission in the Sahel – Sahara region, in July 2014, he took up post as DCOM of the French Joint Force and Training Headquarters, Creil.



PATRICK L'HÔTE

HEAD OF OPERATIONS FOR CENTRAL AND SOUTHERN AFRICA, ICRC

Patrick L'Hôte is the Head of Operations for Central and Southern Africa at the International Committee of the Red Cross (ICRC), supervising operations in countries like the Democratic Republic of Congo, Central African Republic, Rwanda, Burundi, Cameroon, Zimbabwe, South Africa, etc.

Following two assignments in Iraq and Azerbaijan in 1991-1992, Mr L'Hôte occupied middle management positions for the ICRC in conflict areas such as Sri Lanka, Bosnia-Herzegovina, Afghanistan, Zaire and Rwanda from 1992 to 1997.

In 1997, he was appointed head of Task Force for Southern and Western Africa at the ICRC Geneva Headquarters. In 2000, he headed the ICRC delegation based in the rebel-controlled area of the Democratic Republic of Congo.

He relocated to Geneva in 2002 and worked as an internal auditor at the ICRC HQ for 5 years, where he was in charge of coordinating and carrying out operational audits of ICRC delegations worldwide. In 2007, he moved back to the Operations department and worked as a senior deputy to the Head of Operations for the Middle East and Northern Africa. In 2008, he was appointed Head of Operations for Central and Southern Africa. Before moving into the field of humanitarian affairs, Mr L'Hôte graduated in political science from the University of Geneva in 1986. He then undertook specific training in trading and portfolio management at the Union Bank of Switzerland (UBS) from 1986 to 1988. In 1990, he obtained a master degree in political science at the Graduate Institute for European Studies in Geneva.

CHRIS LOUGHRAN

DIRECTOR OF POLICY, MAG

Chris joined MAG in 2006. He spent three years as MAG's Country Director in Iraq and subsequently oversaw MAG's regional development teams in Africa, Asia and the Middle East. In his current role, Chris leads MAG's strategic policy engagement with mine action, disarmament and humanitarian issues. Before working at MAG he held various roles in the UK civil service in London. Chris holds an MSc in Violence, Conflict and Development Studies from the School of Oriental and African Studies.



DR PHILIP LANCASTER

LEAD IHL TRAINER, EUTM MALI

After a career as an officer in the Canadian Army that included a wide variety of staff, training and operational posts, lecturing at Royal Military College of Canada and serving as General Romeo Dallaire's Military Assistant during the Rwandan Genocide, Philip Lancaster has spent most of the last 20 years working in Africa. This has included service with UNICEF in South Sudan, Uganda and Burundi, several long term consulting contracts with the World Bank in the Republic of Congo and DRC and posts as the Director of the Disarmament, Demobilisation and

Reintegration Division of the United Nations Peacekeeping Mission in Congo and Coordinator of the UN Panel of Experts for DRC. He also ran a successful reintegration project for former combatants in Afghanistan. He recently led a team of international experts to write a diagnostic study of the Lord's Resistance Army under the auspices of the World Bank and has since been engaged as a consultant by several leading international NGO's involved in counter LRA initiatives. He also wrote the first OECD evaluation of the application of the Principles of Good Interventions for Sierra Leone. He has just completed a 6 month contract as lead IHL trainer as part of EUTM Mali. Philip has a PhD in Philosophy from the University of Ottawa, Canada and holds an appointment as Adjunct Professor at the School of Child and Youth Care, University of Victoria, Canada. He also lectures at Royal Roads University in Victoria.



STEWART HERRON

DEVELOPMENT, CONCEPTS AND DOCTRINE CENTRE, MINISTRY OF DEFENCE

Stewart was educated in Kent and Hampshire. On leaving college he joined a multinational corporation working in financial services and strategy before entering the Civil Service in 1994. Since then he has worked in private and outer offices with a range of Parliamentary and Ministerial responsibilities and has managed finances and personnel in a number of organisations including the Adjutant General's Corps and the Royal Military Police. He has provided policy advice in Northern Ireland to support 8 Infantry Brigade in implementation of the Good Friday agreement, and in Germany with 4 Armoured Brigade, where he was responsible for the delivery of the Secretariat. In April 2005 Stewart deployed to Iraq to head the team responsible for managing compensation awards. Working with Iraqi Judges and Ministers and coalition partners, he developed the legal and moral framework for compensation handling. Extracurricular activities included membership of the US led mentoring team. Since then he has worked on secondment to an overseas facilities management organisation to oversee their integration back into Defence, as a change consultant within the Defence Equipment and Support organisation, and has headed a defence munitions storage project, reporting to the Minister for Defence Procurement. In May 2009 Stewart was nominated to attend the Advanced Command and Staff Course, graduating in July 2010 with a MA in Defence Studies. He was appointed in March 2011 as the Deputy Command Secretary for British Forces South Atlantic Islands – a tour which took in the 30th anniversary of the Falklands Conflict, HRH Duke of Cambridge deployment, visits by the House of Commons Defence Select Committee and HRH Duke of Kent, and the sovereignty referendum. Returning to the UK in March 2013, Stewart joined the Development Concepts and Doctrine Centre where he contributed to the production of the fifth edition of Global Strategic Trends. In October 2014, Stewart joined the Centre's Board in the new post as Assistant Head for Policy and Secretariat.

DR BEN RAMALINGAM

UNIVERSITY OF SUSSEX

Dr Ramalingam is a researcher, advisor and author specialising in international development and humanitarian issues. His recent book, *Aid on the Edge of Chaos*, explores how complex systems thinking can help transform international cooperation. He is Chair of the Humanitarian Innovation Fund, and holds honorary positions at the Overseas Development Institute, the Institute of Development Studies and the Royal Veterinary College. His work on innovation and systemic approaches to development and humanitarian work has been featured in *The Economist*, *Financial Times*, *Guardian*, *New Scientist*, *The Lancet* and *Nature*



FRANÇOIS GRÜNEWALD

EXECUTIVE AND SCIENTIFIC DIRECTOR, GROUPE URD

François is an agricultural engineer with a specialization in rural economics, and Associate Professor at Paris XII University. He supervises all of Groupe URD's research and evaluation work and co-edits Karthala's *Pratiques Humanitaires* collection. Mr. Grünewald has spent 30 years in development, emergency and post-disaster rehabilitation projects in Africa, Asia (Cambodia, Laos, Thailand), Central Europe, and Central/Latin America, as well as at HQ levels. He has worked with NGOs, UN agencies, and ICRC. In 1997, he became chairman of a French research, evaluation and training institute, Groupe URD (Urgence-Rehabilitation-Developpement), in which capacity he has carried out several research and evaluation projects for the European Union, ICRC, the UN and various NGOs. He has written several books and articles on complex emergencies and the management of socio-natural disasters. He is a former member of the Haut Conseil de la Coopération Internationale and of the Commission Nationale Consultative des Droits de l'Homme.



FLEMMING S. NIELSEN

MAPACTION TRUSTEE

Flemming Nielsen started his career in the Danish Air Force in 1979 and moved in 1982 to the Civil Defence Corps where he became an officer. In the Civil Defence he covered responsibilities from search and rescue, fire fighting and combatting oil pollution to hazmat and being DEMA's liaison officer to the military in connection with civilian protection against nuclear, biological and chemical warfare. From 1991-2, he and a colleague started the Danish Emergency Management Agency's, DEMA, international operational engagement, working with the Danish Ministry of Foreign Affairs, the UN and the EU. He also became one of the first two Danish UNDAC members on the first UNDAC course. From 1995 – 98 he was seconded to the UNDAC-system, UN OCHA, Geneva. After a stint back in DEMA from 1998 - 2003 reaching the rank of colonel and national regional commander he left for the Danish Red Cross to become the Head of Disaster Management at the start of 2003. From the summer of 2004 until the end of 2009 he was in the International Federation of Red Cross and Red Crescent Societies (IFRC), Geneva, as the Operations Coordinator covering Asia-Pacific and Europe later becoming department head of International Operations Coordination. As of February 2010 Flemming is back in DEMA as Deputy Head of the International Division, being responsible for relations and development with international as well as Danish organisations, including further developing DEMA's involvement and support in humanitarian situations. As of 2012 Flemming has been on the Board of Directors of the British NGO MapAction. Flemming's humanitarian on-site experiences range from complex emergencies (e.g. Iraq 1991, Bosnia 1992 – 95, Rwanda and Burundi 1996, Kosovo 1999) to natural disasters (e.g. volcanic eruption – Cape Verdi '96; earthquakes – Russia '95, Turkey '99, Pakistan '05; floods/storms – Egypt '95, DPRK '95, Myanmar '08) and environmental disasters (e.g. oil pollution – Denmark; forest fires – Indonesia). Flemming has been part of or leading UNDAC missions, leading DEMA missions and heading IFRC operations in major disasters.

RACHEL JAMES

DEPUTY HEAD OF THE JOINT SECRETARIAT, CONFLICT STABILITY AND SECURITY FUND

Rachel James is Deputy Head of the Conflict, Stability and Security Joint Secretariat, the body tasked by the UK National Security Council to co-ordinate the UK Government's international efforts to promote stability and security. The Joint Secretariat is based in the Foreign and Commonwealth Office, and brings together staff from the FCO, the Department for International Development, the Ministry of Defence and the Home Office (Interior Ministry). In 2015-16, the team will manage a budget of £1bn. Rachel leads on policy, risk and communications, and focuses in particular on how the UK engages with multinational institutions on peace and security issues. Rachel's background is in security policy. In previous roles she introduced emergency counter-terrorism legislation in response to 9/11 in 2001, covered the Madrid train bombings in 2004 as 1st Secretary in the British Embassy in Madrid, led negotiations with the Treasury on police and border management budgets (£10 billion/year) in the 2010 Spending Review, and led the international unit in the Office for Security & Counter-Terrorism. She has also worked as private secretary to the Home Secretary and led change management projects to modernise immigration caseworking operations.



MICHAEL ADAMSON

CHIEF EXECUTIVE, BRITISH RED CROSS

Mike Adamson is Chief Executive of the British Red Cross, the country's leading voluntary crisis response organisation, and part of the worldwide Red Cross and Red Crescent Movement. Prior to his current appointment, Mike was Managing Director of Operations, responsible for the leadership of the British Red Cross' UK and international programmes and its advocacy work, overseeing a unified approach to all operations. He took on this role in 2010, and had previously held several other positions in the organisation between 1992 and 2003, including Head of International Programme Development, Director for the London and South-East Region, and Director of Strategy, Planning and Information Systems. In his years away from the organisation, Mike worked for the National Health Service as Director of Commissioning and Primary Care at a Primary Care Trust in Gloucestershire for three years, and spent five years as Managing Director for Services at the Royal National Institute for Deaf People (RNID – now Action on Hearing Loss).