

2.2.3 [11] Human Capital Management and Leveraging Knowledge

ARK employs a highly experienced team of development, conflict and stabilisation professionals, with extensive programme and project management experience in unstable environments. ARK's project staff has worked with multiple donors and in a number of countries in the region, including Syria, Lebanon, Jordan and Iraq. Skill sets represented within the ARK team include key subject matter, stakeholder engagement and staff management expertise. Members of the ARK team are experienced in the iterative design of programming in fragile environments and responsive, flexible implementation of development and stabilisation programming, including remote management of staff and resources in fluid, conflict-affected operating environments. ARK has recruited a team of professionals with complementary skillsets to ensure that its programmes take full advantage of human resources capacities and synergies in order to effect rapid, effective implementation. ARK's current team includes over 14 different nationalities, including a significant number of Syrian and Turkish staff.

Recruitment is the highest priority for ARK and the company focuses on hiring people who have utility across a number of different projects, allowing for a flexible and responsive approach to programme implementation, the promotion of synergies between programmes (e.g. ICSP and Civil Defence), as well as knowledge sharing and skills transfer across different projects. ARK receives a large number of applications from highly-qualified professionals and maintains a database of resumes that enables the company to quickly deploy additional resources if needed. Having been programming on Syria since 2011, ARK is fortunate to enjoy significant continuity amongst its staff, with Syria expertise developed across a broad range of thematic interventions from security, justice and local governance to civil defence, human rights, communications and capacity building. ARK maintains a comprehensive Human Capital Management (HCM) Manual which details processes and procedures for handling all recruitment, staff management and welfare, as well as applicable codes of conduct. Below is a summary of ARK's key HCM policies and procedures.

Leave. While ARK staff are encouraged to take leave in order to increase productivity and ensure an appropriate balance between professional obligations and personal life, maintaining uninterrupted operation of ARK programmes remains paramount. It is the responsibility of Line Managers to ensure they have appropriate cover to meet all operational requirements during periods of staff leave. Staff going on leave hand over all outstanding tasks to another team member, as approved by the Line Manager. Staff are typically contactable via phone and email for unexpected or urgent matters during periods of absence.

Staff sick leave and emergency covering of responsibilities. Given that ARK's staff are a multi-disciplinary and coherent team of professionals with complementary, transferable skills and knowledge, the company is able to quickly and effectively ensure uninterrupted delivery during unforeseen staff absences. ARK has a sufficiently large Syria programming team (60+) that substituting for planned or unplanned absences is unproblematic. ARK continues to encourage lateral sharing of knowledge and transfer of skills across different departments and programmes, thus ensuring team members' ability to provide coverage during unforeseen staff absences.

Short-term subject matter experts. In addition to a highly-capable in-house team, ARK has identified a pool of highly-qualified short-term subject matter experts that the company is able to deploy at short notice in order to provide immediate uplift and augment existing expertise in order to maximise programme effectiveness and impact. Some of the experts are able and willing to assume full-time roles on the programme should such a need arise at any point during implementation. Below is the current roster of ARK's subject matter experts that are able and willing to offer services under the AJACS project.

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Technical Area	Name/Status/Organization/Key Qualifications	Notes
Rule of Law/Justice	Hadley Rose, (Syria Research and Evaluation Organisation) was the key international expert author of post-genocide Rwanda's legislative efforts to establish new standards for fighting discrimination and genocide. She has also been involved in developing the alternative dispute resolution sector in both Rwanda and Cambodia through the training of local lawyers and mediators. She has drafted dozens of laws and regulations to re-establish rule of law in transitional settings, and has particular experience in the drafting and implementation of land law, family law, and laws to facilitate government accountability and transparency.	Institutional capacity building of judicial institutions
Rule of Law/Justice	Joseph Federici, (Syria Research and Evaluation Organisation) has a decade of international law experience and is the chair of the American Bar Association's Human Rights Committee, where he leads a team of 600 lawyers in working on and responding to pressing international human rights issues. A graduate of the Rutgers School of Law with a professional focus on helping Iraqi refugees understand their legal rights, Joseph is experienced in developing human rights legal mechanisms.	International human rights standards, transparency and accountability
Police Development	Alexander Chivers is a specialist military, paramilitary and law enforcement trainer and mentor, with over 25 years' service with UK Special Forces, British Military Intelligence, and a UK Police Constabulary, with operational experience alongside Special Branch, the Security Service and the US Department of Defence, State Department and Department of Justice in hostile environments, including the Middle East. UK SC Cleared, US CAC Card holder with TOP SECRET Clearance.	Current UK police officer
Rule of Law/Justice	Aline Matta, (A&A) is a US-trained Lebanese RoL professional with 12 years' experience leading the design and implementation of programming encompassing access to justice, human rights, judicial reform, legal education, legal professional development, women's rights and gender equality, and anti-corruption and transparency.	Currently serving as ICSP rule of law and justice Subject Matter Expert (since 2013).
Community Mobilisation and Engagement	Nadia Masri-Pedersen, (Tana Copenhagen) is a Palestinian/Danish civil society and community engagement specialist with 8 years' experience in community engagement programming and training in Jordan, Syria, Lebanon, Egypt, Israel/OPTs, Morocco and Iraq.	Over the past 4 years, designed and implemented over 1,500 hours of trainings for community and NGO beneficiaries.
Civil Documentation	Lynn Sferrazza, (A&A) is a US attorney with over a decade of global RoL programme experience encompassing legal aid, public participation, legal professional development, judicial reform, anti-trafficking, elections, and constitutional development; extensive experience in transitional and post-conflict settings including Libya, South Sudan, Tunisia and the Ukraine.	
Stakeholder Engagement, Detentions, Law Enforcement Standards	Jad Sakr, (SME, Pursue Ltd) implemented programming across the Middle East and Africa focused on improvement of law enforcement, corrections and detentions standards according to international human rights norms. As the head of a sub-delegation of the ICRC in Sudan, Jad negotiated the handover of released detainees from armed opposition groups to Sudanese authorities.	Currently serving as Pursue's Deputy Country Director.