6.2 Key Staff, Recruitment and HR

Project Management

ASI derives its project management capacity from its high calibre project management team. Chosen for their political acuity, technical expertise and management skills, ASI's project managers adopt a hands-on approach to managing projects, especially in politically sensitive projects where judgment and discretion play an important role.

Name	Nicholas Haslam	Proposed Role	ASI Project Director
Qualifications	MA in International Relations and International Economics, John Hopkins University, Paul H. Nitze School of Advanced International Studies, 2007 BA Classics, Trinity College, University of Cambridge, 2005		
Country experience	Syria, Jordan, Kenya, Somalia, Burundi, Ethiopia, Tanzania, Pakistan		

Our Project Director, Nicholas Haslam, has been in place since January 2015 and knows AJACS and its context and clients well. He will provide additional oversight of project deliverables and be responsible for addressing any major problems that arise during project implementation. With Nicholas lie responsibilities for strategy, risk management, quality assurance and contract management. The client liaison skills which Nicholas has brought have been crucial for the longevity of the programme and its adherence to HMG and donor policy and priorities.

Nicholas has worked with Adam Smith International for six years delivering development projects in the Middle East and Africa. He has worked variously on stabilisation, public sector reform and public policy development in Syria, Somalia, Pakistan and Kenya for a range of international donors, primarily the FCO and DFID. In addition to AJACS he is currently Project Director of the HMG's Stabilisation Response Mechanism. Prior to this Nicholas was Team Leader of a UK-funded youth employment and skills development programme in Mombasa. He has been involved in the design of several DFID programmes, including the Somaliland Development Fund and private sector development programming in Somalia. He has managed a varied project portfolio, including promoting a green economy in Jordan; drafting a financing mechanism and trust fund under Kenya's Climate Change Action Plan; and improving quality and access in the Kenyan education sector. Prior to ASI he was an Analyst on climate change and carbon finance at Idea Carbon, a consultancy, and an Analyst on the Asia desk at the Economist Intelligence Unit.

Name	Alastair Hall	Proposed Role	ASI Project Manager
Qualifications	MA (Merit) in Intelligence and International Security, King's College London, 2012 BA (Hons) in International Relations, University of St Andrews, 2011		
Country experience	Syria, Libya		

ASI's Project Manager, Alastair Hall, has served in this role since Adam Smith International and Creative Associates International assumed charge of AJACS in 2014. He has played a key role in ensuring the present level of progress, resourcing and problem-solving. Alastair will continue to carefully monitor and report on the development of the project and ensure that any risks to delivery are quickly identified and mitigating actions taken. In addition, he will manage staffing and the budget to ensure that the project is resourced and VfM is delivered throughout, where possible delivering additional cost savings.

Prior to his role in Syria, Alastair managed two projects in Libya, the first in support of civil society to stimulate debate around public financial management, and the second advising HMG on private sector development. Before joining ASI he was an Intelligence Analyst and Risk Advisory Group where he contributed analysis and research to the World Bank in Afghanistan and Pakistan and clients Iran, Turkey, Israel, Palestine and Sudan. He has also worked at think tanks including the International Institute for Strategic Studies.

Key Staff

As the lead implementer on the European AJACS contract since October 2014, we have utilised our full regional recruitment networks to assemble a multidisciplinary team of experts that have proven capable of delivering results against AJACS programme objectives. We deliberately seek to hire Syrians where possible, particularly for field management, research and FSP liaison roles. At present, 63% of our programme team are Syrian nationals.

The AJACS Heads of Components - Andrew Lyttle (Police Development), Lorraine Ross (Community Engagement), Samir Hanifi (Access to Justice), Abrahim Miro (Integrated Legitimate Structures) and Sarah Drury (M&E) – have built strong working relationships with their teams and coordinate effectively with each other, thereby mitigating the risk of isolated technical approaches within the programme. The success of our integrated model owes much to the merged ASI-Creative organisational structure that draws on the source strengths of both implementers.

Our operational platforms in Gaziantep and Amman are both rapidly scalable if the need arises, and help our staff focus on producing the best possible outputs by providing safety, requisite legal arrangement to be in the country and

other practical necessities. Both operations teams have full-time expatriate operations managers, local staff and well-established procurement, banking, accounting, accommodation, visa support, legal advice, IT, funds management and reporting, and physical and information security services.

We present below abridged CVs for the key staff on our bid and profiles for those filling the remaining positions. We can provide full CVs for all ASI staff and associates on request. All individuals identified below are working on AJACS and have committed to being available for the new contracting and implementation schedule.

Name	David Robson CBE	Proposed Role	Team Leader
Qualifications	1999: MA, Defence Studies, Cranfield University 1999: Graduate of the Advanced Command and Staff Course 1998: Graduate of the City of Guilds Institute of London		
Country experience	Syria, Palestine, Libya, Afghanistan, Bosnia, Sierra Leone, Bangladesh,		

David has been Team Leader on AJACS since January 2016. During this time he has assumed overall responsibility for the strategic direction of the programme and all technical outputs produced by the team. Additionally, he is responsible for managing the relationship and interaction between the AJACS programme and the donor secretariat. David has excelled in the role. His attention to detail, political awareness and ability to simplify complex technical and operational situations have provided the strategic coherence and tactical flexibility essential for successful project delivery.

Over the forthcoming period, David will oversee the re-design of component methodologies and strategic shifts in their approach, ensuring all outputs are aligned and serving the overall objectives of the programme. He will retain responsibility for tracking and managing the risks affecting AJACS in full coordination with the donor secretariat – ensuring there is clarity and agreement on the level of risk the programme can accept on behalf of the donors, and that AJACS implements its activities in full compliance with international standards and laws.

Prior to AJACS, from 2012 to 2015 David was the Senior Programme Director for US and UK support to security sector reform in the Occupied Palestinian Territories. Working closely with donors to define the strategic priorities and direction of support, David managed and oversaw the delivery of technical policing work - including the provision of institutional capacity building support and leadership training to senior Palestinian Police officers. In June 2016, David was awarded a CBE in the Queen's honours list in recognition of his services in the Occupied Palestinian Territories.

During his distinguished military career, David operated at the highest political and strategic levels, shaping policy and project design in resource-constrained environments and complex multi-agency situations. This expertise also ensured he was a key figure in the restructuring of UK support to deployed operations in Afghanistan: focussing on business processes and systems to streamline operational procedures.

Name	Andrew Lyttle	Proposed Role	Head of Police Development
Qualifications	2009: MSt, Applied Criminology, Cambridge University 1991: Certificate in Post Compulsory Adult Training Delivery, University of Kent 1982: Higher National Certificate in Policing Studies, University of Ulster		
Country experience	Turkey, Syria, Afghanistan, Libya, UK		

Andrew Lyttle is the AJACS Head of Police Development, responsible for leading a 15-strong team in Gaziantep that provides long-term, coherent and sustained support to the Free Syrian Police. He is the driving conceptual force behind the Expandable Policing Model, and will provide the strategic direction to consolidate the growing capabilities of the FSP at local, provincial and national levels. This will include supervising the operational outputs and alignment of 84 FSP stations, strengthening the relationships between regional and district command structures, and guiding FSP organisational development through: Doctrine, Organisation, Training, Material, Leadership, Personnel Facilities Policy and Interoperability (DOTMLPFPI) inputs.

As a Detective Superintendent with more than 30 years of experience working in international law enforcement and operational delivery, Andrew's advanced understanding of complex policing strategies and organisational reform offers a strategic and tactical vision that has been tested in the highest levels of political and regulatory environments. Having previously advised both local and national stakeholders on police training strategies and procurement best practices across the Middle-East, Andrew ensures that AJACS outputs continue to be driven forward in alignment with key donor requirements whilst developing effective relationships of trust and consensus with local counterparts.

Prior to joining AJACS, Andrew was the Director of Police Intelligence for the 2015 NATO Support Mission to Kabul where he acted as the lead mentor to the Afghan Director General of Police Intelligence. During this time, Andrew both supported the development of pre-existing police structures into an effective intelligence unit able to combat terrorism and organised crime, and managed various stakeholder relationships across all levels of the Afghan government.

In 2013, Andrew acted as the Senior Border Policing Advisor to the EU mission to Libya where he provided strategic operational and tactical advice to the Libyan Border Guard and Ministry of Interior. By taking charge of numerous stakeholder accounts, Andrew not only implemented progressive police organisational strategies and operational designs to enhance state aviation and maritime security services, but also worked closely with Interpol and other international civil and military donor representatives to develop regional level policing solutions.

Name	Abrahim Miro	Proposed Role	Head of Integrated Legitimate Structures
Qualifications	2007 – MSc, Economics, VU University, Amsterdam 2005 – BSc, Economics, VU University, Amsterdam 2001 – C2, Dutch Language, VU University, Amsterdam		
Country experience	Turkey, Syria, Germany, Amsterdam		

Abrahim is the Head of Integrated Legitimate Structures (ILS) for AJACS. As an Arabic speaking economist and governance expert of Syrian descent, he has driven the development of our recovery and reform framework, working across AJACS components to support our Syrian partners and develop an institutional framework that offers a viable and legitimate alternative to regime and extremist led institutions.

Fluent in Arabic, Kurdish, English, Dutch and German, Abrahim has been central in enabling AJACS to utilise extensive political networks across local, regional and international boundaries. In 2013, Abrahim worked within the Syrian Interim Government (SIG) where he led 450 former government employees across Turkey and Syria in collaboration with both the Syrian National Coalition (SNC) and the Friends of Syria Group (FSG). Before this, Abrahim also served as the Director General of the Syria Recovery Trust Fund (SRTF), where he was responsible for managing multi-donor initiatives that facilitated the future economic development and recovery of Syria. Abrahim's advanced understanding of economic development and capacity building best practices meant was he was responsible for developing the SRTF as a resilient financial institution able to support state-wide capacity building and attract external investment.

Prior to joining AJACS, Abrahim operated as a counter terrorism financing consultant to the EastWest Institute's (EWI) research project: 'How to Stem the Financing of ISIS'. Throughout this period, Abrahim served as a key advisor to the European External Action Service and EU members of parliament on the evolution of ISIS as a military and financial body.

Name	Paul Brooker	Proposed Role	Head of AJACS South
Qualifications	› 2015: MSc, Conflict and International Development, University of Leicestershire › 2010: PGCE, Greenwich University, West Kent College › 2003: BA, Policing Studies, Canterbury Christchurch University		
Country experience	Syria, Turkey, Somalia, Libya, Sierra Leone, USA, Afghanistan, Doha, Uganda, Trinidad, UK		

Since February 2016, Paul Brooker has served as the Head of AJACS South, leading and overseeing the design and delivery of AJACS pilot support to communities in Dera'a across all technical project workstreams. Paul has extensive knowledge of policing and justice development in opposition Syria, having previously provided strategic direction to the Free Syrian Police as a police advisor for the FCO. Having operated for over 40 years across the UK, Africa and the Middle East, Paul now enhances project outputs and implementation as an advanced justice reform specialist.

Prior to joining AJACS, Paul provided key advisory services to a wide range of justice development projects within Somalia, Libya, Sierra Leone and Afghanistan as a policing advisor and security sector reform expert. Ranging from leading small teams of specialists in reviewing the Somali Police Force (SPF), to supporting the British and US military in civilian/military interoperability exercises, or heading large teams of rule of law specialists and developing 'end to end' justice systems in the Helmand province, Paul has a demonstrated advanced capability in improving access to justice and supporting community dispute resolution mechanisms.

Name	Lorraine Ross	Proposed Role	Head of Community Engagement
Qualifications	› 2011: MA, Public Administration & International Development Management, The American University, Washington DC › 2007: BA, International Affairs, Culture and Economic Development, University of Colorado-Boulder		
Country experience	Turkey/Syria, Afghanistan, West Africa, U.S		

Lorraine is the Head of Community Engagement for AJACS. She leads a team of ten people in Gaziantep and 27 within Syria that have designed and delivered over $1 million in community security focussed activities and communication campaigns, facilitating greater levels of female, youth and IDP representation and community participation.

Additionally, Lorraine has also driven coordination with a range of external development programmes including: coordination between AJACS and Chemonics' SRP programme – where the FSP and CSWGs provided patrol booths and guards to provide additional security to two new bus routes through Aleppo; and the Creative Associates street lighting initiative in Darat Izza to support FSP night patrols.

Prior to AJACS, Lorraine managed various local governance operations across Afghanistan, Central Asia and West - Africa alongside local and international partners to support the implementation of multi-lateral community engagement strategies. This included: operating in collaboration with the Swaziland Ministry of Health to develop a three-year implementation plan worth $5 million to progress regional health systems; providing budget realignment services worth $75 million for a Central Asia Quality Healthcare Project across Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan; and backstopping USAID's $3 million Emergency Community Assistance and Planning (ECAP) for Shelter and Settlement in post-earthquake Haiti.

Name	Samir Hanifi	Proposed Role	Head of Access to Justice
Qualifications	2012: MBA, Business Administration Girne American University, Cyprus 2008: BSc, Economics, Banking and Financial Sciences, Aleppo University, Syria 2004: Associate Degree, Economics, Aleppo University, Syria		
Country experience	Syria, Turkey		

Beginning his assignment on AJACS in mid-2015 as a Justice Development Coordinator, Samir, a Syrian national, has proved invaluable to achieving technical project outputs and is now our new Head of Access to Justice. His understanding of Syrian law, transitional justice mechanisms and expansive Syrian networks have further progressed the justice sector objectives of AJACS, including the establishment of Civil Registry Centre (CRC) services and the National Documentation Office.

He is skilled in building consensus and identifying how the priorities of stakeholders best can align with those of AJACS. This ability to forge strong relationships with key opposition figures has helped facilitate the successful and widely endorsed establishment of the National Documentation Office. He has ensured the continued consolidation of AJACS' justice work and the active buy-in of in-Syria stakeholders and will prove an important guiding influence as project outputs expand.

Before joining AJACS, Samir worked as Executive Deputy for the Ministry of Finance under the Syrian Interim Government, contributing to the political and economic direction of the nascent exilic government. Samir was also involved in the Syrian Recovery Trust Fund where he represented the Syrian Interim Government (SIG), helping direct, monitor and evaluate SRTF operations and operated a focal point for 15 international donors. He has also worked as a senior advisor to the country director of the Dutch INGO, Spark, in Gaziantep. This role, too, saw him liaising closely with the SIG.

Sarah Drury – Interim M&E Manager

Sarah is the interim AJACS Monitoring and Evaluation Manager, offering over 10 years' experience remotely managing high-level M&E research projects for businesses, NGOs, international charities, think-tanks and global media institutions across the AfMENA region. Fluent in English, Arabic, Farsi, French and Spanish, Sarah's ability to combine effective remote management strategies with technical research oversights has not only ensured the quality of field monitoring teams operating within both Syria and Turkey, but also enabled a holistic and transparent communication policy between AJACS and the donor secretariat.

Since joining AJACS, Sarah has been responsible for the maintenance of all data inputs, ensuring project log frames are updated and all component impacts are accurately recorded. She has been responsible for the production of high-level analytical reports, overseeing verification of stipend payments and managing the equipment, procurement and implementation activities of CE components. As AJACS develops, Sarah will play an important role in revising the effectiveness of M&E systems and ensuring new indicators remain relevant to donor requirements - making certain the AJACS log frame is modified to incorporate partner agency data inputs and strategic initiatives remain informed by as expansive data sets as possible.

Prior to joining AJACS, Sarah worked within Gaziantep as a monitoring and evaluation associate conducting independent third-party analysis for US and European-funded development projects within Syria - translating Arabic language information sources, managing internal Syrian operational research staff, evaluating cross-border M&E projects and designing both qualitative and quantitative data frameworks and research outputs.

Phillip Walker – Senior Justice Advisor

Since assuming the Head of Access to Justice on AJACS in November 2014, Phillip , a highly qualified and fluent Arabic-speaking international lawyer, has led a team of Syrian legal and governance experts in designing AJACS' justice provision outputs in opposition Syria. He has not only supported the implementation of an integrated civil documentation system in accordance with Syrian law and structures and international human rights obligations, but has also operationalised AJACS' civil registry sector objectives. Importantly, he has also been a key force behind the conceptualisation of the NDO and in securing the support and buy-in of other international actors like UNHCR and ILAC operating in the Syrian justice space. Phillip has been a driver of the expansion of AJACS' support into new provinces and criminal justice and has promoted unity of S&J efforts through close cooperation with AJACS Police Development and the FSP leadership.

Before taking charge of the justice pillar of the AJACS programme, Phil served as senior legal adviser to the Afghan Ministry of Finance from 2010 to 201. During this, he was involved in critical decision-making processes in the area of economic and fiscal policy, including surrounding the resolution of Kabul Bank's near collapse and the renegotiation of Afghanistan's agreement with the International Monetary Fund. Previously, Phil also provided legal and judicial affairs advice to a major reform effort in Saudi Arabia; led a team of experts in Pakistan to formulate a legal reform initiative in the area of access to justice; and served with the Danish Development Agency in Yemen. Phil began his career as a US diplomat, serving in Egypt, Saudi Arabia during Operation Desert Shield/Storm, Kuwait, and Tunisia.

Steve Fielder – Deputy Head of Police Development

Steve Fielder is a Sandhurst-trained senior military police officer with 25 years of experience in policing, investigation, training and advisory services. His depth of experience in programme implementation combines well with Andrew Lyttle's conceptual abilities and helps operationalise Andrew's strategic vision for the development of the FSP. Central to Steve's mandate is managing the AJACS-FSP interface and working to ensure FSP buy-in for the support which AJACS provides to the nascent police force within the remits of equipment, training and organisational development. He oversees the day to day police development efforts, ensuring alignment with other AJACS outputs within budgetary constraints and in a manner that mitigates programme risk. Overall, Steve's keen eye for civic-military cooperation, police training and organisational development makes him well-equipped to oversee the multi-work-stream efforts to consolidate the FSP as viable police force.

Notable assignments from his military career include serving as strategic advisor to General Graham Lamb in Iraq in 2003; rebuilding and training the Kosovar and Bosnian police forces; and providing investigation and forensic services to support the UN during international war crime trials. His forays since 2005 into private sector programming work have proven extremely successful – winning a $20 million Saudi government pilot transformation programme and managing the reform programmes of the British Army, RAF, Navy and MOD Police.

Tareq al-Khalil – Area Manager

As an area manager, Tareq Alkhalil is responsible for leading the implementation of community engagement programming in Idlib. In providing the strategic direction to a team of programme officers, Tareq has capably steered AJACS strategy, led on the formation of community security working groups (CSWGs) and ensured the completion of needs assessments and project proposals. He is a reliable focal point between the AJACS leadership and Idlib field and programme staff and has a strong understanding and commitment to the AJACS vision.

A medical doctor by training from Damascus University, Tareq started his international career working for emergency medical organisations like Médecins Sans Frontières in Syria, Jordan, and Morocco. His solid practical grounding in regional public health is supplemented by an MBA in International Healthcare from the Frankfurt School of Finance that has honed his leadership acumen. This combined with an instinctive understanding of community-level dynamics in Syria makes him an extremely valuable member of the AJACS team.

Rand Al Jammal – Communications Manager

Since joining the AJACS programme in October 2015, Rand has led AJACS' communications support to Syrian partners such as the FSP, NDO and CSWGs. She developed a clear communications strategy for AJACS Community Engagement entailing supporting documents, internal trainings and tools. She has routinely published and disseminated success stories and devised communication campaigns at the community level to help raise awareness of security and justice service providers' (principally the FSP's) involvement with the community. She has advised on FSP communication strategies – such as maintaining Facebook pages and producing informative brochures – to ensure AJACS achievements continue to receive extensive coverage across the Syrian media.

Hands-on communications experience with some of the Levant's most influential social enterprises in civil society and the private sector has made Rand skilled at telling cohesive, cogent and compelling stories. Previous assignments for agencies as such as USAID and the Jordan Hashemite Fund for Human Development have also given her client management credentials and an ability to tune into and deliver on requirements outside her subject matter expertise.

Steve Barnes MBE – Operations Manager

Steve is ASI Turkey's full-time Operations Manager and oversees a blended Creative/ASI team comprising logistics, procurement and administrative staff. He brings considerable experience of working in fragile and conflict-affected states and dealing with large teams of consultants. He has headed ASI Turkey's operations platform since December 2015, supporting the delivery of the AJACS, Tamkeen, SRM and GTE programmes, and is currently providing full administrative and life support for 61 international consultants and staff in Gaziantep.

Uplifts and downsizing

In the short to medium term, the trajectory of the Syrian conflict is likely to remain unpredictable. The operating space of the FSP and other AJACS partners may continue to shrink, as the regime continues to exert pressure around strategic locations such as Aleppo City. On the other hand, the moderate opposition may regain territory from the regime and extremist groups in places like Idlib and Dera'a. A third scenario is that a ceasefire may hold and pave the way for a political transition. In any case, AJACS will be prepared to structure its staffing resources to best address the realities of the situation on the ground.

Project management team: ASI's Turkey based team of project managers will provide constant support to the technical consultant team for the duration of the contract – handling the on-boarding of new staff, providing quality assurance of technical work where needed as well as financial management and oversight for HMG. Should additional capacity be required, ASI's wider AfMENA team has around 20 experienced project managers of varying levels of seniority, the majority of whom have experience on our Syria programmes. Downsizing is achieved by reassigning their time to other ASI priorities, including other HMG Syria programming where their experience can be best applied.

Technical consultant team: Our capability to handle technical staff uplifts and downsizing is guaranteed by a clearly defined organisational structure for the project, across technical components and supporting teams, both of which are

composed of linked sub-teams with clear divisions of responsibilities. This enables us to plan and treat uplifts and downsizing according to skills, responsibilities and proximate roles. ASI has compiled a roster of short-term senior experts with varied relevant experience to provide specific expertise relevant to the project's long-term goals should additional resources need to be provided for an uplift.

From 24 years of complex programming on some of the most intractable development challenges, ASI has honed its project management practices and favourable contract terms to ensure staff remain in position. In addition, our commitment to a context-sensitive 'do no harm' approach steers us to avoid negative impacts. These factors – proficiency and ethical fortitude in our programming – alongside our flexible contracting formats, have earned us a loyal pool of advisers.

Field personnel: In order to exercise effective oversight, expansions of our in-country field teams should engender a mirrored expansion at the technical programming level in Gaziantep and Amman. The remote management of the team would remain the same but the number of area managers and field officers should increase proportionally. Similarly, the programming, M&E and research teams might need to increase their work if the range and scope of security and justice activities broadened significantly.

Operations staff: When considering options for up/down scaling our operations team, the multi-programme nature of our operational platform in Turkey offers two key advantages. Firstly, it enables the implementation of a shared services model, where the core operational costs are proportionally split between our four Turkey-based projects. In effect, each project pays only for what it uses and cost savings are passed on to the donors. Secondly, as the operations team assigned to this project is shared with other ASI projects, their time can be reassigned flexibly. This enables us to provide short-term uplifts in capacity when required without needing to hire new staff to cope with surges in demand.

In the event of unexpected changes to the staffing requirement which require a fast downsizing of the team, it may be the case that prior preparation and management of this risk is not possible. In these circumstances, ASI has established contractual arrangements which enable fast cuts without large financial consequence.

- **ASI staff** – the project management team and operations manager are ASI staff on permanent employment contracts. They can be reassigned flexibly to other ASI projects and activities if necessary.

- **ASI associates** – all ASI associates sign contracts which entitle them to 14 days' notice and include clauses which enable ASI to terminate contracts if this is explicitly requested by the donor.

- **Subcontracted staff and associates** – ASI requests the same conditions of subcontracted partner organisations, protecting from excessive commitments should a fast reduction in staff be required.

Managing Leave, Continuity and Handovers

ASI's Project Manager, Alastair Hall, oversees the project leave and rotation schedule to ensure that the right number and mix of team members are always in country and that there is sufficient overlap and time put aside for a full briefing. This guarantees a flexible and responsive approach to handling the leave and rotation schedule of the project management team in the day-to-day running of the project.

We make sure that all staff have medical insurance prior to deployment to Turkey and liaise with in-country service providers to ensure that they have access to high quality medical care. This reduces the need for evacuating consultants out of country in medical emergencies, enabling timely, quality treatment and reducing time lost to sickness.

For senior team members who manage key relationships with particular beneficiaries or stakeholders, internal cover is always guaranteed as their proximate subordinate or superior can take over. Examples are the Team Leader and the Deputy Team Leader and Head of Police Development and Deputy Head of Police Development. As such, we have built redundancy into the senior level of our staff structure. A co-absence is made unlikely by our rotational schedule.

Replacing Team Members

Across our whole Syria project portfolio, and in our partnership with Creative Associates on AJACS, we have built a culture where the requirements of the project come first. Poor performance appraisals and changing circumstances can therefore make it necessary to replace staff members. We manage this process closely, notifying the donor representatives - and if a senior member of the team - ensure that the replacement is approved by HMG prior to a handover taking place. All ASI associates sign contracts containing a provision for ASI to terminate contracts if this is explicitly requested by the donor.

We have built a certain degree of redundancy and overlap into every team with the deliberate intention of ensuring we never lack the ability to fulfil key functions if team members leave the project unexpectedly. Our operations team have procedures in place to quickly mobilise replacement personnel within a cost-effective and quick timeframe.