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ARK will work towards the AJACS overall goal of *contributing to longer term recovery and development in areas under control of the moderate opposition through improving the provision of legitimate security and justice, thereby enhancing community security.*

Across the liberated areas of northern Syria, the absence of strong governance institutions beyond the provincial level and, in certain cases, beyond the local/municipal level, has resulted in weak institutionalisation. Given the ongoing challenges faced by the Interim Government (IG) and Syrian Opposition Coalition (SOC), national governance structures are likely to remain weak. Operating under this assumption, ARK assesses that provision of support to justice and security actors at the local and provincial levels, while supporting their active and constructive engagement with grassroots community structures, remains the most feasible entry point for AJACS. Therefore, AJACS is designed to foster local institutionalisation processes and improve service provision through working in partnership with Syrian local, provincial and national stakeholders to design and implement targeted security and justice interventions, while providing appropriate and necessary capacity and material support. The aim of such locally-driven support is to strengthen a nucleus of local and provincial service providers that will later integrate into a national-level framework.

The programme will catalyse these processes by **convening key security and justice institutional stakeholders as well as influential community actors to identify and prioritise citizen's security and justice needs and corresponding gaps in institutional capacity**. ARK will convene these actors by facilitating the establishment of thematic Working Groups (WG) in each province, consisted of representatives of justice and security service providers. Each thematic WG will identify key priorities and articulate needs to be addressed through AJACS. Members of the WGs will be complemented by representatives from civil society, Local Council/Provincial Councils, professional associations, moderate armed actors and others to establish provincial Community Cohesion Councils (CCCs) that will also convene on a monthly basis to offer locally-owned solutions to the priorities identified by the WGs and make final recommendations to AJACS on key areas for capacity building, technical

> *Through its previous work with security, justice and community actors, and in particular through the success of its in Planning for Public Order (PPO) workshops, ARK has identified the utility of convening key security, justice and community stakeholders to identify and prioritise citizen needs and corresponding gaps in institutional capacity.*

assistance and material support. ARK's project team will facilitate engagement of the principal institutional and community actors through local Community Facilitation Coordinators (CFCs).

By engaging local stakeholders in this key stage of the programming, ARK can ensure that AJACS interventions are adaptive and reinforce local ownership. Finally, in addition to shaping intervention strategy, regular WG and CCC meetings will reinforce the strategic objectives of helping the IG and moderate opposition develop its capacity to plan and prepare security and justice interventions whilst increasing effective collaboration among community actors.

As the CCCs and WGs identify gaps in technical capacity, **AJACS will deliver bespoke trainings in security and justice provision for police personnel, Ministry of Justice staff and civil society actors,** where appropriate. Topics that ARK and key security, justice and community stakeholders have already identified as critical include tactics for in-conflict civilian policing (including human rights and gender-specific issues); leadership, command and control, organisational and fiscal management; administration; strategic planning; training of trainers; alternative dispute resolution; transitional justice; and reporting and record keeping. These activities will help security and justice service providers respond to insecurity more effectively given that the current lack of capability impedes delivery.

Similarly, based on CCC and WG-identified gaps in institutional resources, **AJACS will provide core and customised material support to security and justice institutions**. By empowering the CCCs and WGs to determine how to allocate material support, AJACS will strengthen civilian oversight of security and justice institutions. At the same time, ensuring that support is provided with transparency and accountability requirements (and corresponding capacity building to ensure that

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stakeholders can satisfy the requirements) will contribute to developing sound governance practices and accountable institutions.

Concurrent to the delivery of training and material support, **AJACS will amplify service delivery successes through targeted outreach activities, training for civil society advocates, and provision of funding for community mobilisation projects**. This three-pronged approach to community engagement will strengthen the legitimacy of service providers by increasing citizen awareness of their competence and available services. The support for community mobilisation projects will provide funding for community partnerships with security and justice providers, reinforcing working relationships and contributing to effective collaboration amongst community actors.
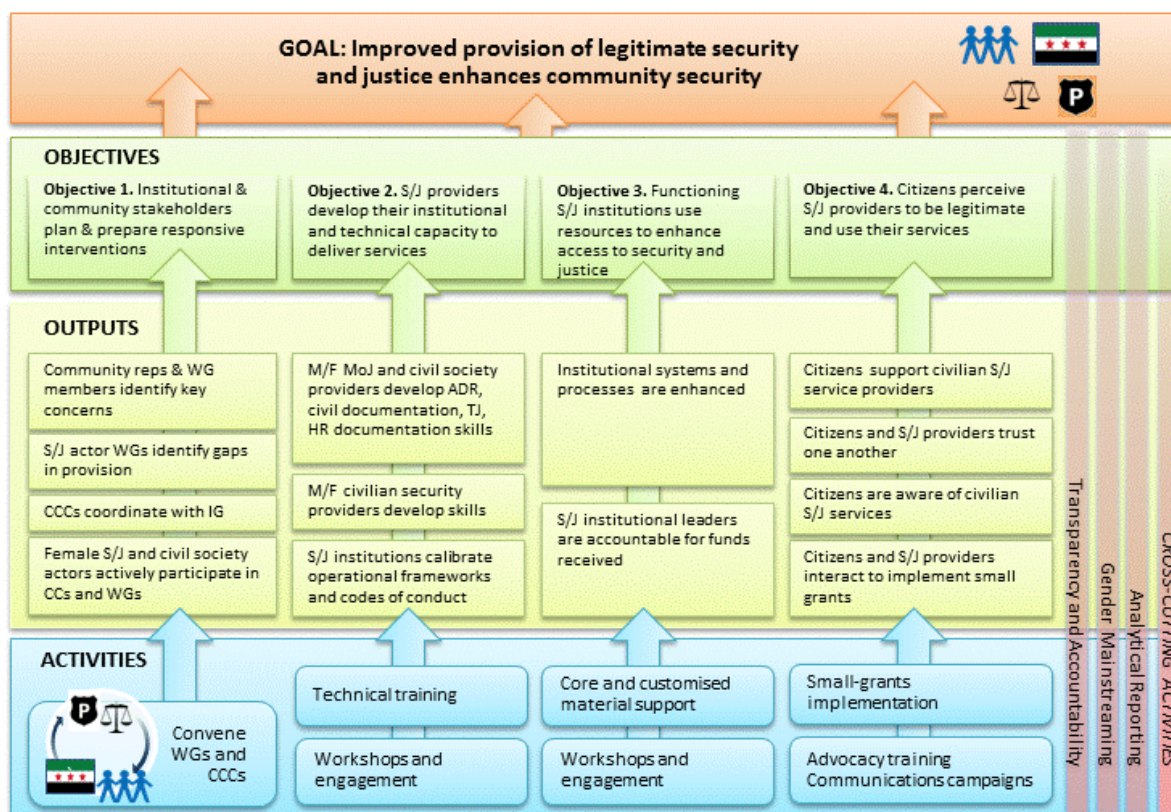
The geographic focus of AJACS will be determined by donors, but will likely continue the current ICSP geographical focus (Aleppo, Idlib, and Latakia). ARK's proposed programme design is highly replicable within any geographic area where basic programmatic preconditions are met, while being flexible and adaptable to changing conflict dynamics.

Objective 1: Key institutional and community stakeholders plan and prepare security and justice interventions that are responsive to citizens needs	**Establishment and facilitation of Community Cohesion Committees (CCCs).** Provincial CCCs will bring together WG representatives and community representatives: civil society, Local Council/Provincial Council, professional associations, moderate armed actors[1] and others. The CCCs will meet monthly to a) offer locally-owned solutions to priorities identified by the WGs, b) make final recommendations to AJACS on priority areas for capacity building, technical assistance, and material support, and c) provide civilian monitoring and oversight of implemented programme activities.
	Establishment and facilitation of provincial-level institutional working groups (WGs). Each provincial thematic WG will be focused on community security or justice and will consist of principal institutional actors in each service provision area. The WGs will meet monthly to a) identify key priorities and b) articulate needs to be addressed through AJACS.

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[1] Determined and vetted in coordination with AJACS Secretariat

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	IG engagement. CCCs will convene bi-monthly meetings with the IG and SOC in order to build working relationships and discuss security problems and solutions.

Objective 2: Key security and justice stakeholders develop institutional and technical capacities needed to provide security and justice services in their communities *Delivered in cooperation with ARK's key implementing partners Siren Associates and PAE, while capacity building for justice providers will be co-implemented with ARK's partner Alem and Associates, supplemented by Gaziantep-based Subject Matter Experts from the Syrian Research and Evaluation Organisation (SREO). All efforts on this front will be jointly determined and coordinated with the priorities identified by the CCCs and WGs, to ensure programme integration and community buy-in.*	Twenty training modules for security providers (ToT, technical trainings);
	Nine training modules for justice actors (MoJ and civil society service providers) in **alternative dispute resolution**;
	Nine training modules for justice actors in **documentation of civil and criminal cases (the latter for future litigation),** building on initial progress made in the ICSP;
	Nine training modules for justice actors in principles of **transitional justice** and documentation of human rights abuses, including **gender-based violence**[2];
	Building on the successful ICSP interventions to formulate Principles of Implementation for free police networks in Aleppo and Idlib, facilitation of four **strategic planning workshops** for security, justice, governance, and community stakeholders to adapt operational frameworks and codes of conduct for security and justice providers.

Objective 3: Functioning security and justice institutions use AJACS-provided material resources to enhance security and justice services.	Provide **core material support**: basic administrative supplies, uniforms, communications equipment, stipends, and operational funds.
	Provide **customised material support** on the basis of WG and CCC recommendations.
	Support institutional development: engage key leaders to develop their leadership skills and reinforce the planning and strategy development concepts that are integrated into the monthly WG activities.

Objective 4: Citizens perceive justice and security providers as legitimate and utilise services	Delivery of **four targeted public outreach and communications campaigns** to assist security and justice actors in building public awareness and support. Programme staff will provide training and material resources to institutional and community leaders in how to effectively use and engage the media.
	Two training modules for civil society organisations to build their capacity to advocate with elected local and provincial council representatives.
	Support community mobilisation and engagement projects identified by the CCCs to enhance community safety, security and access to justice through sub-grants to **civil society organisations and local groups.** Requests for Applications (RFA) will be issued for projects limited to two months in duration and US$10,000 in value. Recipients of small grants will be selected by CCCs with input from ARK. ARK's integrated approach to capacity building means sub-grants will complement capacity building efforts and act as a 'support mechanism' to enhance community security, as opposed to being simply a funding mechanism. To achieve synergies between sub-grant activities and AJACS capacity building, AJACS will provide technical assistance to grantees in areas such as planning, advocacy, and partner engagement.

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[2] ARK is able to draw on transitional justice expertise from the independent Syrian NGO, the **Syrian Commission for Justice and Accountability (SCJA)**. The SCJA was established in The Hague in November 2011 with direct technical assistance from ARK. Its objective is to create a criminal-investigative capacity in Syria, capable of collecting information of evidential quality to support future criminal prosecution of perpetrators of human rights violations. The SCJA is comprised of Syrian legal professionals and a network of over 30 investigators who have been trained on criminal investigations utilising US, UK and EU funds, and most recently additional funding from Denmark, Germany, Switzerland and Norway.

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Cross-Cutting Thematic Area 1: Analytical Reporting
ARK recognises the critical importance of a robust plan for continuous analytical reporting to inform programme implementation and contribute to policy formation. ARK will utilise its analytical, weekly, and spot reporting to deepen understanding of the attitudes and behaviors of security and justice service providers, armed actors, women, and religious and ethnic groups, and how they impact on the design and delivery of AJACS activities.

Cross-Cutting Thematic Area 2: Gender Mainstreaming
In violent and armed conflicts, one of the first groups to be excluded from the decision-making space is women. Without universal security and justice provision, women are unable to contribute to peace building, conflict resolution, stabilisation, development, and peace. Systematically integrating women and other vulnerable and minority populations into security and justice planning, decision-making and delivery has been identified as a meaningful interim step in contexts that lack frameworks to protect their interests. Based on the experience in gender mainstreaming of **ARK's key implementing partner Tana**, approaches to increasing women's representation in AJACS interventions may include:
1. **Context and gender assessments** as an important tool for designing, implementing and monitoring programmes;
2. Designing outreach campaigns for police beneficiaries to **increase recruitment of women into the security forces** and build the capacity of the security sector to engage with women;
3. **Providing material support** for the establishment of adequate facilities for **joint activities with men and women** (locating training events to accommodate particularly vulnerable individuals);
4. Ensuring **gender sensitivity** of AJACS monitoring and evaluation systems.

Cross-Cutting Thematic Area 3: Transparency and Accountability
Members of the Syrian public, as well as security and justice stakeholders themselves, have identified corruption and regime cooptation of the police, courts, and legal profession as a core problem pre-revolution. As AJACS develops programmes to support justice and policing, the integrity of new Syrian institutions must be safeguarded. To this end, activities to support transparency and accountability will be developed and linked to AJACS programming, including training on transparency and accountability principles and best practices, drafting of professional codes of ethical conduct, and development of systems and training on financial oversight and accountability.

Capacity to Deliver on Changing and Complex Requirements
ARK proposes a flexible, beneficiary-centred and community-owned approach. The programme model is responsive to specific, emerging needs as identified by key stakeholders on the ground. ARK's relationship with training providers and procurement specialists means that programme components can be tailored and modified to respond to changing and complex requirements.

ARK's experience in fragile environments
ARK brings three years of direct experience delivering increasingly complex outputs in Syria. Having implemented over US$66.6 million Syria-specific programming since 2012, ARK has an established track record of working with Syrian justice and security actors and is uniquely positioned to partner with the Danish, Dutch and UK governments and Syrian entities to deliver informed, integrated, and tailored approaches to building technical capacity, providing material support, and engaging key institutional and community stakeholders in an effort to improve access to security and justice, and enhance community cohesion.

After earlier work in Yemen, since 2012 ARK has worked exclusively on support to the Syrian opposition and has a proven track record in delivering highly effective, politically- and conflict-sensitive Syria programming for multiple government donors over the past three years. Equally, ARK is well known to security, justice and community actors, particularly in the liberated areas of northern Syria, having carried out multiple governance training courses and developed the ICSP, in addition to other, related work streams. ARK's experience and ongoing programming allow it to leverage a number of important synergies to support the success of the AJACS programme. These include

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ARK's work to providing search and rescue training for civil defence teams; its well-developed media stringers and partners; research and survey networks; and its role running capacity building courses for civil society organisations. ARK currently employs over sixty staff in Turkey, the majority of whom are Syrian or Turkish, and directly supports a network of 65 paid affiliates inside Syria, as well as maintaining an indirect network of over 800 contacts inside Syria. ARK is legally registered in UAE and Turkey.

In addition, the proposed AJACS team and ARK's senior management team have significant experience working on counter violent extremism programming in Syria, Lebanon and the broader region (e.g. Iraq and Yemen). ARK's internal knowledge management processes, including joint reflection exercises, toolkits and staff exchanges, will ensure that experience gained in relevant fragile environments is applied to AJACS implementation.

Management of the contract

ARK has assembled a capable group of key European and international implementing partners to assist in delivering AJACS, ensuring quality and flexibility of programming.

Based in Copenhagen, Denmark, **Tana** is one of Europe's premier community engagement and development consultancies. Tana specialises in project identification, formulation, reviews, evaluation, assessments, governance and conflict analysis, policy development and training, and capacity development for community-driven positive change. Tana possesses a strong track record of implementation in the Middle East, Africa and Asia, including extensive experience in kinetic, conflict-affected environments.

Alem & Associates' (A&A) contribution to justice programming within the AJACS project will be implemented by the International Legal Development Group (ILDG) at A&A. A&A will draw on a network of rule of law subject matter experts with both Arab region and international experience, including direct experience in implementing programmes related to the conflict in Syria. With offices in Beirut, Dubai and Riyadh, and associated offices across the region, A&A has an established record of support to legal and policy reform, human rights, and transparency initiatives alongside its traditional legal practice. For the last decade, A&A has worked with government ministries, international organisations, and international non-government organisations on projects encompassing a broad range of legislative and public administration reforms in the Middle East.

Siren Associates is a police strategy and training organisation, drawing heavily on the experiences gleaned from policing in Northern Ireland. An established ARK partner under ICSP, Siren has been working for the past seven years with the Lebanese Internal Security Forces, including in the development of its strategic planning capacity. In addition, Siren is currently implementing a programme on policing within the Syrian refugee camps of Jordan.

PAE. Since 1955, PAE has offered integrated global mission services to a range of customers including numerous agencies of the US government. Their products comprise the full spectrum of law enforcement capacity building and training, and include curriculum development and training delivery in the adult learning environment.

These ICSP implementing subcontractors have been selected based on a rigorous evaluation process, including value for money as assessed through market price comparisons, and in the case of Alem & Associates and Siren Associates, a proven track record of excellent service in support of the ICSP. The performance of these subcontractors will be monitored through agreed work plans outlining key milestones and deliverables, with payment tied to satisfactory delivery of activities and outcomes, and achievement of periodic milestones. ARK will convene monthly coordination meetings with subcontractors. Subcontractors' subject matter experts will, whenever feasible, be co-located with ARK and embedded into team to ensure coordinated delivery.