2.1.8 [7] Client Liaison Arrangements

Since the beginning of the Syrian revolution in 2011, ARK has delivered over US$66 million in international assistance to liberated areas of Syria, including US$19.7 million through the multi-donor Integrated Community Security Programme (ICSP), which it leads. ARK has a demonstrated track record of responsiveness to donor priorities in the contested and rapidly-shifting conflict environment in which the ICSP operates, evidenced by the extremely close working relationship that has evolved between ICSP Secretariat representatives and ARK's ICSP management and programme staff, through daily interaction at the operational level, as well as the high volume of reporting that ARK produces, which aims to give the Secretariat maximum visibility of the programme in real time.
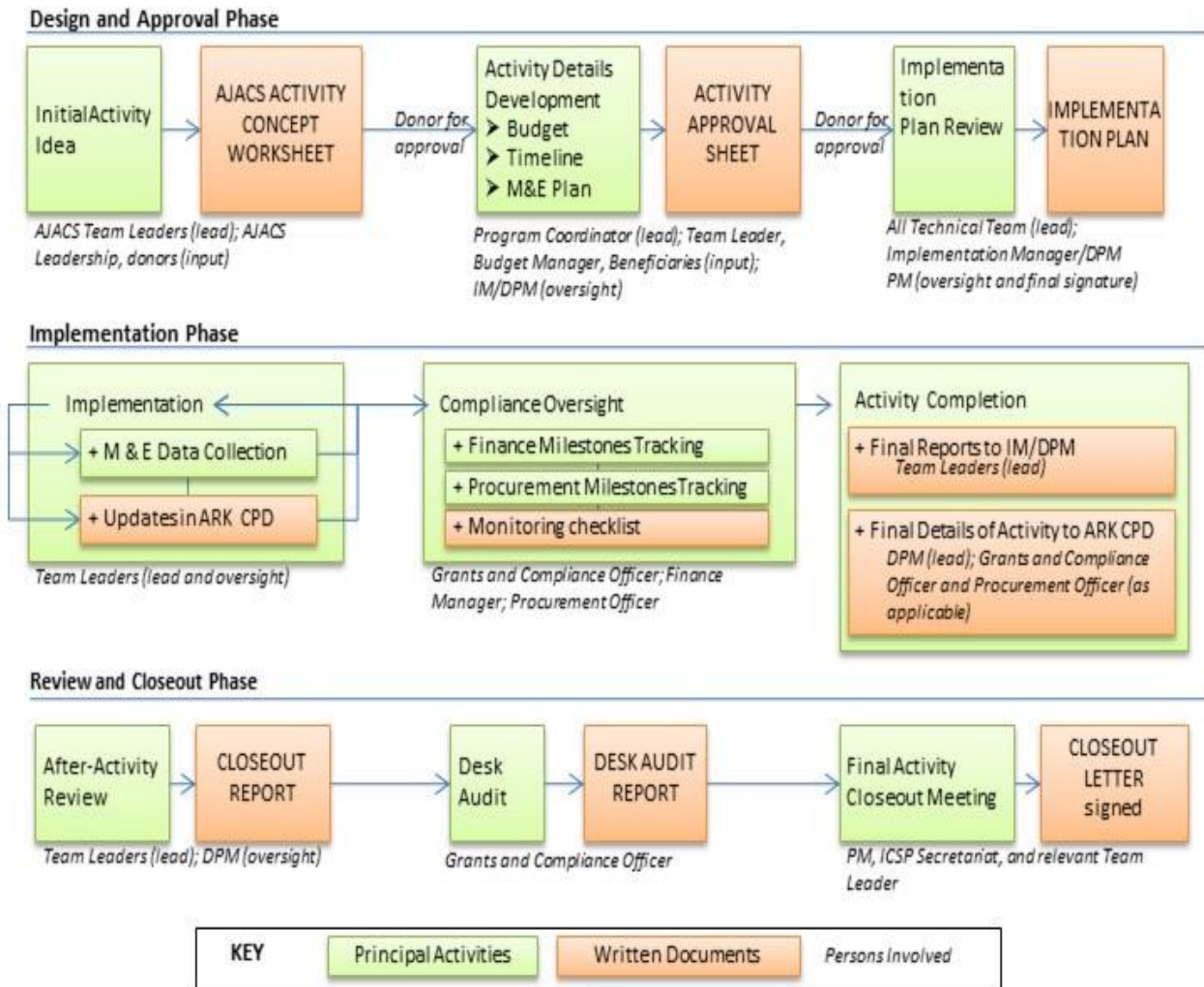
For the new AJACS programme, ARK proposes a responsive approach that is replicable geographically (should donors elect to modify the geographical scope of the programme in response to events on the ground) and complementary to current donor efforts through other implementers. All programme management processes will aim to achieve rapid implementation of activities to contribute to AJACS objectives, while maximising value for money.

As it has successfully done under ICSP, ARK's AJACS team will work closely with the AJACS Secretariat in all stages of activity identification, design, implementation and oversight, consistent with the AJACS Terms of Reference defining the relationship between donors, implementers and beneficiaries. Regular communication and transparency are key to the success of the programme as well as shared responsibility for managing programme risks. ARK has a demonstrated track record of adapting quickly to Secretariat concerns over programme risks (such as the threat of donated equipment falling into the hands of proscribed groups) and mainstreaming donor guidance into the programme's standard operating procedures, as evidenced in the areas of beneficiary selection, vetting, and in the geographical focus of programming.

By establishing an AJACS Project Implementation Office in Gaziantep, in addition to a Programme Oversight Office in Istanbul, ARK will be accessible for maximum interaction with both beneficiaries and donors, allowing any complaints or problems with programme delivery to be addressed quickly *in situ* or escalated to ARK management within the same time zone. As currently, this will be augmented through quarterly visits to AJACS capitals by ARK senior management.

The ARK AJACS team will develop all activities in consultation with the AJACS Secretariat. The chart below ('Design and Approval Phase') illustrates the process by which activities will be proposed to the AJACS Secretariat, using the ARK-developed Activity Concept Worksheet (ACW) which provides summary activity budgets and justifications. The ACW is a tool that enables ARK and the AJACS Secretariat to review and approve the intervention principle ("yellow light") prior to a formal activity approval via the Activity Approval Sheet ("green light").

AJACS Technical Proposal
ARK F.Z.C.

Design and Approval Phase

Initial Activity Idea → AJACS ACTIVITY CONCEPT WORKSHEET → *Donor for approval* → Activity Details Development
  ➤ Budget
  ➤ Timeline
  ➤ M&E Plan
→ ACTIVITY APPROVAL SHEET → *Donor for approval* → Implementation Plan Review → IMPLEMENTATION PLAN

AJACS Team Leaders (lead); AJACS Leadership, donors (input)

Program Coordinator (lead); Team Leader, Budget Manager, Beneficiaries (input); IM/DPM (oversight)

All Technical Team (lead); Implementation Manager/DPM PM (oversight and final signature)

Implementation Phase

Implementation
  + M & E Data Collection
  + Updates in ARK CPD
→ Compliance Oversight
  + Finance Milestones Tracking
  + Procurement Milestones Tracking
  + Monitoring checklist
→ Activity Completion
  + Final Reports to IM/DPM
    Team Leaders (lead)
  + Final Details of Activity to ARK CPD
    DPM (lead); Grants and Compliance Officer and Procurement Officer (as applicable)

Team Leaders (lead and oversight)

Grants and Compliance Officer; Finance Manager; Procurement Officer

Review and Closeout Phase

After-Activity Review → CLOSEOUT REPORT → Desk Audit → DESK AUDIT REPORT → Final Activity Closeout Meeting → CLOSEOUT LETTER signed

Team Leaders (lead); DPM (oversight)

Grants and Compliance Officer

PM, ICSP Secretariat, and relevant Team Leader

| KEY | Principal Activities | Written Documents | *Persons Involved* |

Underpinning these shared equities in activity management will be the AJACS Compliance Pathway Database. AJACS programme and support teams will be responsible for updating the database with current information on assistance recipients, procurements and status of activity implementation. A status report will be shared with the AJACS Secretariat on a weekly basis to provide a dashboard of current programme information. As a complement to ARK's analytical, weekly and spot reporting, this dashboard will allow AJACS Secretariat representatives and AJACS programme management to track progress against the work plan, and to quickly identify challenges, propose solutions, and highlight replicable success stories that can be scaled.