4.3 Supporting evidence/project profiles

Over the last 20 years Adam Smith International (ASI) has been delivering real impact and value across conflict affected states and societies around the world. We currently retain over 700 advisers supported by 140 programme managers working across ten thematic and six cross-cutting sectors in a range of challenging contexts and Fragile and Conflict-Affected States (FCAS) including Afghanistan, Syria, Palestine, South Sudan, Somalia, Nigeria and the Democratic Republic of the Congo, amongst others. Our achievements in the development sector were most recently recognised, firstly by the Association of Project Management in 2015, which named our Syria governance project Tamkeen as 'Overseas Development Project of the Year', and at the British Expertise International Awards 2016, where we won two awards for our programmes in Sierra Leone and Nigeria. We were also recently awarded supplier contracts for all three components of the UK's CSSF framework: Governance, Security & Justice; Conflict Prevention, Stabilisation & Peacebuilding; and Defence Support Services. In this section we present examples of three of our most successful programmes, demonstrating our relevant experience in developing community security through engagement with stakeholders and the delivery of policing and justice projects.

Contract title: Access to Justice and Community Security (AJACS)
Customer organisation: UK Foreign and Commonwealth Office (FCO), Dutch and Danish Governments
Contract duration: November 2014 – September 2016
Contract value: £24,250,000

The Syrian Conflict

Since March 2011, the Syrian conflict has transformed from a series of non-violent anti-government protests to a brutal and complex civil war that has witnessed 11.5% of the Syrian population killed or injured, with an estimated 11 million people having fled their homes (of whom approximately 4.8 million are refugees and 6.6 million are internally displaced). Within the last three years, the Syrian conflict has evolved to become a global epicentre of jihadist militancy, witnessing a wide array of local and international extremist groups attempting to capitalise on the political and military incoherence of the Syrian opposition and manipulate the shifting dynamics of the conflict for their own benefit.

The AJACS Programme

Adam Smith International has implemented the Access to Justice and Community Security (AJACS) programme in Syria on behalf of the British, Dutch and Danish (and recently German) governments since November 2014. In full partnership with Creative Associates (implementing on behalf of the US government, the fifth member of the donor secretariat), ASI has assembled a 70-strong team of project management and technical staff based in Gaziantep, of whom over 43 are Syrian. AJACS currently supports a force of around 3,000 officers across 84 active stations who deliver basic policing services to opposition-held communities within Aleppo, Idlib and Dera'a provinces through the following key objectives:

> **Police Development:** In support of the FSP as a community orientated police force AJACS provides training, equipment, stipends and organizational development assistance.
> **Community Engagement:** In every community with an FSP station, AJACS works to provide a platform for engagement between S&J service providers, local administrative councils (LAC) and community stakeholders. This process aims to enable communities to define local security priorities and hold service providers accountable for their efforts to address these priorities.
> **Access to Justice:** AJACS supports the provision of civil documentation services, and identifies opportunities for broader and deeper justice sector engagement.
> **Integrated Legitimate Structures:** AJACS supports the integration of institutional structures into emerging frameworks by identifying opportunities for the reform of key institutional policies, processes and procedures.
> **Research/M&E:** Provide monitoring, evaluation and research, which informs all four components listed above.

From the beginning of the project AJACS has sought to combine 'top down' institutional engagement with the FSP with community level 'bottom up' engagement. Such a process not only sought to advance local ownership and enable localised decision-making processes but also to generate expectations for an accountable and sustainable model of community policing and justice. By providing the FSP with resources, building up organizational capacity and simultaneously improving communities' access to security and justice, the project affirms the FSP as a legitimate service provider and a viable alternative to regime and extremist-led institutions. This method is effective in not only addressing the continued disenfranchisement of Syrian populations and directly restricting the appeal of radical Islamist groups as legitimate governance groups, but also more broadly in creating a consolidated space for a long-term, resilient and legitimate moderate civilian government. Key results achieved under the project to date are as follows.

Providing accountable and responsive security services to communities in opposition-held areas	> More than half of Syrians interviewed (53%) stated that they considered the FSP their most trusted security services provider (compared to 20% for FSA Brigades and 11% for other armed groups) > 72% of community members stated that the FSP's performance had improved over the past 12 months
Creating local accountability mechanisms relating to security services	> 49 police stations (of a total of 84) have representatives on Community Security Working Groups (CSWGs) in order to respond to community security and justice issues > 46% of community members agreed that the FSP now allows them to voice their concerns > 73% of CSWGs have women representatives
Developing a standardised and coordinated documentation system	> 12 civil governance structures supported through provision of equipment and supplies > 23,385 civil registry records issued by Civil Documentation Centres (CDCs) > 152 civil governance personnel trained > 383 stipends paid to CDC officers in Aleppo
Increasing and developing police capacity	> 1,868 police officers have been trained including 6 women police officers > Idlib and Aleppo FSP have both developed two iterations of provincial plans outlining operational objectives, resource allocation and support functions > An FSP Code of Conduct has been developed > 87 police stations have been supported with stipends and equipment > 51,022 stipends delivered to 3,105 FSP officers
Creating MoUs between institutions to prepare the country for future transition	> The FSP and the Idlib Provincial Council, with the aim of establishing a line of communication, cooperation and coordination between the two entities. > The National Documentation Office (NDO) with the Idlib and Aleppo FSP stating that only documents issued by the NDO would be recognised by the FSP > The FSP, the NDO and a member of the Judicial Council to establish the Advisory Committee with the aim of reactivating the Aleppo Civil Affair directorate

Achieving Buy-in

A key operating principle which informs all of ASI's Syria work is that interventions are far more likely to succeed if they are 'owned' by beneficiary partners. To achieve this, AJACS employs the following measures:

> **Involving Syrian partners in key programme decisions:** AJACS staff meet regularly with FSP command in order to understand their concerns, needs and priorities and shape the programme accordingly. Similarly, AJACS is open and transparent with local partners about any constraints facing the programme and the effect this may have on activities. This means that our partners (principally the FSP) play an active role in planning and are able to take on responsibility for resourcing their operational priorities.

> **In-country procurement and training:** Rather than undertaking international procurement exercises and training programmes, which are slow, impractical and expensive, AJACS supports the FSP to carry out procurement and training implementation activities for themselves, and does not carry out these activities on their behalf.

> **Broadening engagement beyond the level of provincial leadership teams:** By engaging directly with FSP station commanders and involving them in the operational planning process, AJACS aims to give individual stations more of a stake in the organisational development of the FSP.

> **Shifting the 'accountability relationship' back inside Syria:** On a local level, AJACS ensures buy-in by providing residents with the opportunity to hold policing and justice service providers to account, as well as to improve how these services address their needs. By providing a platform for dialogue between communities and S&J service providers in the form of Community Security Working Groups, the AJACS community engagement process allows the beneficiaries of the programme to play an active role in voicing local priorities and simultaneously creates and meets demand for more responsive and accountable service delivery.

> **Including women, youth and IDPs in programme activities:** AJACS staff have tailored the programme's approach to meet the needs of those who are most vulnerable during times of conflict. For instance, AJACS has adopted a gender strategy which aims to encourage female participation in justice and policing - leading to the first female-staffed police station opening in Aleppo in 2016 - and also played a crucial role in protecting IDPs following regime advances in Aleppo.

Flexibility and Responsiveness

AJACS employs an operational model that is able to respond directly to specific civilian and community requirements; this is a crucial attribute in a context where the security situation can shift dramatically at short notice. To achieve this, AJACS relies on its robust research, monitoring and evaluation and risk management capabilities. Our products and services enable timely analysis of key communities and incidents and offer in-depth views on longer-term trends and implications. We have a comprehensive risk matrix, which outlines all potential risks and ASI's response to each. The risk matrix informs whether to tolerate, treat, transfer, terminate or escalate any given risk and is updated regularly as the situation, impact or probability of each risk changes. AJACS utilises in-house resources, extensive in-country networks (including an 84-strong team of field officers working across AJACS), comprehensive data-collection systems and effective auditing processes to provide timely and accurate information, upon which the AJACS leadership make decisions about engagement. A salient example of this is the AJACS contingency plan of October 2015, which divided the areas of AJACS operation in Aleppo and Idlib according to their proximity to the shifting front lines, and moved high-risk equipment (vehicles, radios, communications equipment) to stations within communities that were less likely to be taken over by the regime or extremist groups.

Co-ordinated Efforts with other agencies
The success of the ASI-Creative partnership is the best example of interagency cooperation on AJACS. This also ensures that AJACS is well connected to all other ASI/Creative programmes in Syria, resulting in a fully integrated approach. For example, ASI's local governance project, Tamkeen, cooperates with AJACS in Aleppo city to conduct needs assessments and planning, while ASI's Stabilisation Response Mechanism (SRM) project provides AJACS with technical advice and training to support the FSP response unit. The fact that ASI manages a diverse Syria portfolio also brings significant advantages: we are able to pool knowledge and resources for key functions such as research, M&E, security and finance across its programmes, with economies of scale leading to better-value service for our donors.

We meet regularly with all other Gaziantep-based implementers to share relevant information about our work on the ground, security in Gaziantep and border crossing challenges. AJACS has collaborated with external agencies and local partners when practical - seeking to utilize shared information and resources to support additional governance and infrastructure development projects across the region. Such examples include the FSP's planned initiative with Creative Associates' BLLC (Building Local Legitimate Councils) project – whereby co-ordinating BLLC street-lighting resources with FSP personnel will enable the implementation of an improved night-patrolling scheme in Darat Izza, North Aleppo. Importantly, AJACS is also currently seeking to support the emergency response in Aleppo city in partnership with Tamkeen, SRM, BLLC and the Syria Response Programme.

Lessons Learned
> **Conduct station-level planning:** FSP station needs vary tremendously due to differences in location and capacity, as do community needs. Since late 2015, AJACS has supported the FSP station commanders to develop station level plans which address local community and specific station needs. Seven station level plans have already been submitted by the Aleppo FSP and one by the Idlib FSP.
> **Seek more representative CSWG membership:** During the first quarter of 2016, AJACS' third party monitors advised that CSWGs needed to include a wider range of stakeholders, including more women and IDPs. More transparent processes were also necessary to counter criticisms of favouritism and nepotism. We have since encouraged broader inclusion of women and IDPs. Currently 10% of CSWG members are female and several CSWGs are active in IDP camps.
> **Improve risk management:** AJACS' third party monitors also advised us to make our risk matrix a greater part of active management. Risk management should be systematic and responsive, building on our existing security, financial, research and oversight systems in the field. Our revised matrix allocates a clear owner, level of responsibility and action to each risk. We are deliberate about reporting all incidents within 48 hours and making the connection to the risk management system.
> **Build up in-house field research and M&E capability early on:** Our experience on AJACS has taught us that a Team Leader must have access to information from an early stage in order to address critical decisions effectively. As well as using a research capability to make informed decisions about programme activities, having an M&E field team that can observe and report independently on the impact that programme activities are having on the ground as early as possible is critical for the credibility of the programme. Since ASI and Creative Associates are already implementing an AJACS project in Syria, a future project funded under this contract will benefit from pre-existing research and M&E capabilities from the outset.
> **Focus on in-country procurement and training solutions:** Procuring equipment internationally is slow and expensive. Supporting the FSP to identify local suppliers who can provide equipment inside Syria is a more efficient solution which also builds on the FSP's capacity to procure goods and services. Similarly, AJACS initially sought to train the FSP directly using international trainers at facilities inside Turkey. Border closures caused AJACS to shift its focus to supporting the FSP to deliver training in-country via the use of Video Training Packages (VTPs), which is ultimately a more cost effective and sustainable solution.

Contract title: Somalia Stability Fund
Customer organisation: Governments of UK, Netherlands, Denmark, Norway, Sweden, and the EU
Contract duration: August 2013 – September 2016
Contract value: £66,418,297

Somalia's protracted civil war
For a generation Somalia has been synonymous with political instability, bloody conflict, famine and grinding poverty. Frequently described as the world's most failed state, civil war in the 1990s saw governing institutions collapse, and much of the country disintegrate into fiefdoms controlled by warlords and Al-Shabaab. Decades of poverty, piracy and violent extremism ensued. Over $22 billion of official aid has brought little change on the ground, creating a pressing need to put aside failed approaches that have been ineffective at best, and fuelled corruption and waste at worst.

The Somalia Stability Fund
The Stability Fund was conceived at the London Conference on Somalia in February 2012, with the aim of providing sustained long-term support to local processes of building stability in Somalia, and helping communities become stable over the medium-term whilst building their linkages to a national framework.

ASI has managed the Fund since August 2013, finding new and innovative ways of engaging Somalis in developing home-grown solutions to address decades-long governance, security and development challenges, and prioritising investments in accountable governmental and non-governmental actors which aim to resolve local problems. Since its creation, the Fund has increasingly been able to engage with emerging governance institutions and has expanded its geographic reach, most recently investing in new districts in Jubaland and the South West where other international actors are reluctant to work, giving it the widest operating footprint of any international actor in Somalia.

The Fund has played a key role in stabilisation and security initiatives in Somalia: it made a major contribution to the Federal Government of Somalia's Stabilisation Plan, which prioritises support to the 15 districts liberated from Al Shabaab by AMISOM in 2014-15. The Fund has also supported the construction of four police stations in Puntland, where clashes between clans are common. In Harfo, the Community Safety Committees and government set up a Police Station Fund, to mobilize community resources to supplement Puntland government's financial support. In Dangoranyo, a community policing initiative run by youth who conduct night patrols has been linked to the more formal law enforcement apparatus. Furthermore, the project facilitated vertical linkages between the local police and the Ministry of Security, to develop an operational plan and budget for the recruitment and training of additional police officers.

Over the past two years the Fund has made over 70 investments and is recognised by counterparts in Somalia and the international community as a cutting-edge instrument that is delivering development outcomes with quality and assurance in one of the world's most dangerous regions. Out of a total of 12 independent evaluations of investments since December 2013, the SSF has received seven green flags (implemented as expected/anticipated results achieved) and five blue flags (issues raised but not deemed to significantly affect anticipated results).

Notable SSF achievements to date are as follows:

Supporting reconciliation and state-building processes:	> Support provided for reconciliation conferences as part of the Central Regions Peace Initiative, supporting an inclusive state formation process in Somalia's Central Regions without abandoning reconciliation activities > The Fund supported the formation of three new federal states > 4,600 community members trained in conflict management and governance, resulting in the establishment of formal administration in districts recently recovered from Al Shabab, and the peaceful resolution of over 300 conflicts affecting hundreds of thousands of people
Institutional strengthening and capacity building:	> 700 government officials trained, both directly and through implementing partners, in various administrative areas including financial management, conflict resolution, community safety planning, and effective administration in post-conflict locations > The SSF supported the Interim Jubaland Administration since its inception, including the development of a robust financial management system > In mid-2015, ~49% of investments were in partnership with local and regional governments with the objective of strengthening governance at this level > The Fund supported the establishment of a public financial management system for Jubaland State in just four months, increasing revenue collection by 15% within the first quarter
Female empowerment:	> From 2015 onwards, the Fund launched a series of investments in the area of women's leadership, in order to deliver results for female beneficiaries and testing more innovative approaches to tackling long-standing weaknesses in gender programming
Encouraging accountability:	> SSF projects are increasingly open to scrutiny by local communities and other actors. An SMS feedback system is now fully operational while a growing social media campaign is exposing its work to the public

Achieving Buy-in

In order to engage investees and ensure local ownership, the Fund operates outside the traditional confines adhered to by much of the development community. Placing primacy on the knowledge of local staff and partners is not only essential for fostering a sense of local ownership, but also serves the practical purpose of enabling the Fund to manage the operating risks in this volatile environment and deliver results.

In doing business differently in Somalia, the Stability Fund often comes up against resistance from powerful domestic and international actors who prefer 'business as usual', from which they often profit personally. The Fund has not just talked about zero tolerance for corruption; we have delivered on that commitment. To date, we have terminated two investments on the grounds of the corrupt activities of our partners, and almost $1 million of funding. We have also refused work with certain government officials known to be engaged in corrupt activities. These actions have ensured that the Fund's reputation for integrity amongst local stakeholders is upheld, building trust and facilitating collaboration.

Flexibility and Responsiveness

The Fund is a uniquely flexible and adaptive funding instrument. It responds to fast-changing political and security realities to provide support to reconciliation and state formation processes, as detailed below:

> Established initially as a Nairobi-based operation deploying consultants on short-term missions to Somalia, the Fund rapidly expanded in response to emerging possibilities of in-country operation. There are now five regional offices and 30 permanent staff members operating in Somalia.

> The Fund has the capability to meet changing and growing demand, engaging in locales recently recovered from Al Shabaab rule and communities where other operators are reluctant to work.
> It creates new loan/grant funding arrangements to invest in private businesses on a needs basis, while promoting a culture of honest reporting amongst investees and commitment to learning and adapting programming.

Lessons Learned
> **Community Participation:** A key lesson learned from the SSF is that communities are far more able to contribute to and actively participate in projects if they see that tangible progress on the ground is likely to occur. In order to achieve full community engagement with the project, impart a clear message about the nature of AJACS' services, and ultimately nurture a relationship of trust, we believe that residents will need to see evidence of AJACS' activities from the outset. We will therefore ensure project visibility at the earliest possible stage of AJACS, e.g. through the presence of uniformed police officers or leaflets disseminating information on available services. As the current AJACS implementer, ASI will benefit from the fact that the programme is already known to and valued by local communities across Aleppo, Idlib and Dera'a provinces. Additionally, the Fund has taught us that community-driven development, aside from being inherent best-practice, is also a valuable means of encouraging community cohesion in conflict-affected societies.
> **Knowledge Management:** The Fund's guiding principle is to maximise the use of information, a priority which is common to all ASI programmes and which will certainly be transferred to AJACS. Measures taken to ensure that staff and partners retain information include:
>> Regular reporting: monthly internal reports which are shared across teams, capturing decision making, project progress and challenges, as well as strengthening cross-team understanding and coordination.
>> Appropriately recording, categorising and storing information so it can be meaningfully utilised.
>> Biannual workshops: attended by key stakeholders and providing a forum to share lessons and case-studies;
>> Media products: content disseminated via the Fund website, media outlets and social media presence.

Contract title: Somaliland Police Reform and Development Programme (PRDP)
Customer organisation: DFID
Contract duration: January 2014 – January 2016
Contract value: £3,300,000

The Somaliland Context
Over the past 22 years Somaliland has steadily recovered from civil war to make impressive strides towards democratic governance and political stability. Somaliland's security and justice sector remained one of the most neglected and under-funded of its government services. The absence of a centrally administered and localised police presented a significant obstacle to its future stability, due to threats from violent crime, arms trafficking, and terrorism.

The Police Reform and Development Programme
ASI implemented the Police Reform and Development Programme (PRDP) for two years from January 2014. The primary objective of the PRDP was to provide civilians across Somaliland with more proficient, transparent, accountable and effective localised police and justice service delivery.

To achieve this, the PRDP team provided over £3.2 million in direct support and technical experts – training new investigation officers, enhancing the generation and use of forensic evidence, building police capacity to deal with sexual and gender based violence, strengthening police-community relationships, and implementing new and progressive training strategies. PRDP outputs were highly effective, with 85% of logframe targets being achieved ahead of schedule:

Improving criminal investigations:	> 164 police investigators trained under the programme, including 35 female police officers. > 4,583 police investigations carried out using improved investigative procedures.
Enhancing the use of forensic evidence and criminal records:	> 4,583 fingerprints collected following the introduction of new procedures. > 4,560 criminal records created. > 173 repeat offenders identified following forensic training.
Building police capacity to deal with sexual and gender based violence:	> 164 police received basic training in handling cases of sexual violence. > 14 police officers and 6 prosecutors received specialised training in sexual violence. > 43 investigations into SGBV cases carried out using improved procedures. > 3 victim rooms were constructed or refurbished to provide privacy to individuals reporting sexual violence crimes.
Strengthening regional police forces and their relations with communities:	> 331 police station visits made to 24 police stations during the course of the programme. > Two Regional Training and Investigations Centres constructed in Burco and Boroma. > 128 community police forums undertaken involving 6,612 members of the public during the course of the programme.
Increasing police training capacity:	> 11 police instructors trained in the design, delivery and evaluation of training courses. > A disused building at Mandera Police Academy was refurbished to create a scenario training facility, a library and a computer laboratory.

The project sought to enhance the capacity, accountability and oversight of the Somaliland Police (SLP) by providing support through three component teams:

Training: Develop a training department that works effectively between HQ, the Police Academy and Regional Command to ensure the delivery of a standardised and effective set of community policing services. Creating two Regional Investigation Offices to provide training and development needs to Somaliland personnel.

Institutional Reform: Reform of the Somaliland Police so as to enhance its organisational effectiveness and efficiency in the provision of training, equipment and stipends, and capability in identifying and articulating regional strategic priorities. Making police services more accessible to the public, utilizing new police assets alongside infrastructure and transportation.

Accountability and Oversight: Improved capacity of MOI to set national police direction and policy and take responsibility for inspection, performance management and disciplinary oversights. Create a Professional Standards Department, responsible for recording and investigating public complaints against the police and internal misconduct.

Achieving Buy-in
One of the central principles that drives ASI's work is that development initiatives have more tangible and lasting benefits if they are 'owned' by beneficiary partners. To achieve this, the PRDP implemented the following interventions:

Broadening civic engagement with S&J institutions:	By establishing a functioning Police HQ that enhances national and regional communications, develops command and control systems, creates media and public interfaces and establishes a management information hub, the PDRP provided a platform for dialogue, wider community engagement and fostered demand for a more responsive and accountable service delivery.
Developing in-county training:	Rather than insourcing expensive and time-consuming training programmes, the PRDP sought to implement a centrally administered and locally delivered training strategy – mentoring SPF senior commanders on how to facilitate their own future training strategies.
Creating local accountability mechanisms:	Strengthened the oversight mechanisms and the capacity of the Ministry of the Interior to manage the Somaliland police, and established an independent police complaints commission to foster demand for a more accountable service delivery.
Involving SPF Commanders in key programme decisions:	Through using a team of dedicated PRDP advisers in key locations such as Hargeisa, Boroma, Burca, and Berbera, the programme was able to develop effective relationships that engendered trust and established a collaborative and inclusive decision making process taking into account the inputs of the SPF.

Flexibility and Responsiveness
A key example of the challenges faced by programme staff was the introduction of a Somaliland Police Force Professional Standards criterion for training. Prior to 2014, training methods were non-standardised and lacked an effective means of providing quality assurance. Adam Smith International worked with the Police Commander to introduce an Inspection Team to review training procedures. In Somaliland, cultural norms dictate that only men of advanced years and rank can effectively impart knowledge, and consequentially, the Inspection Team – consisting of three retired officers – were unreceptive to new ideas. It became clear six months after implementation that this output lacked the support of senior justice figures and complaints were being decentralised to regional and local levels. Project management therefore changed tack and placed greater emphasis on the quality of training being provided, also implementing a revised inspection process that used monitoring and evaluation frameworks to gauge the quality of training outputs.

Co-ordinated Efforts with other agencies
The successful partnership of ASI and the Danish Demining Group (DDG) best highlights the collaborative approach of the PRDP project. This interagency cooperation is evident through the development and establishment of locations for Community Safety Forums (CSFs) across eight districts in Burco and eight villages in Alnabo - allowing civilians to articulate concerns and debate local issues in partnership with the FSP. Notably, this saw village elders in the Burco region meet with senior government officials to discuss problems and issues of safety in their village.

Lessons Learned
> **Responsibility and ownership:** Perceptions of individual responsibility and department remits were noted to be subject to individual interpretation. A Memorandum of Understanding was therefore implemented by the PRDP to provide greater clarity about a number of grey areas in operational procedure. ASI will take care to ensure that responsibilities and clear from the outset and will quickly respond to any misconceptions regarding areas of responsibility within AJACS.

> **Developing in-country procurement and training:** Improved relationships between personnel and training departments were supported by the development of enhanced databases. These monitored the progress of trainees through selection, training, and certification, and included a more comprehensive range of information including: posting history, rank, promotion, attendance, and discipline. ASI aims to locate the AJACS key procurement and training procedures within Syria as much as possible, supported by similar technologies where appropriate.

> **Build up in-house field research and M&E capability:** Addressing the frustration voiced by the SPF during the inception phase about the lack of support to the regions was a key aim of PRDP. Advisors spent more time training, supervising and mentoring in the regions than any other previous police reform programme. As well as using this research capability to make informed decisions about programme activities, having an M&E field team that can observe and report independently on the impact that programme activities are having on the ground as early as possible is critical for the credibility of the programme.

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