

2.1.5: Question 4

Explain your overall approach and methodology. Include your capacity for flexibility, delivery of changing and complex requirements. Also include experience of working in similar fragile environments. Also include how you intend to manage the contract.

AJACS donors need an approach that delivers the right results quickly and can adapt to a fast-changing environment. We are already delivering outcomes for Syrian S&J beneficiaries so can ensure early results and have pioneered adaptive management techniques.¹

Our methodology is based on our S&J experience and our detailed understanding of the Syrian context

Our general approach is shaped by our awareness that it is vital to build rapidly on existing relations with Syrian beneficiaries, to gain a deep understanding of the local environment, to plan collaboratively, and to deliver contextualised support that helps to build institutionalised structures for the delivery and oversight of S&J in free areas of Syria.

Our Theory of Change is that empowered Syrian communities engaging with more effective police and justice actors will improve citizen access to security and justice, and increase the political space for the moderate opposition.

Our Methodology is designed to deliver services and outputs through a flexible, problem-driven approach. Our methodology embeds the Problem-Driven Iterative Adaptation (PDIA)² philosophy. This has been proven to be an effective model for managing our S&J programmes in fluid and conflict-affected environments. Our methodology will include, first, undertaking participatory needs analysis and research with beneficiaries to identify local problems; second, creating an authorising environment empowering S&J stakeholders to implement trial projects; third, evaluating and disseminating results; and, fourth, engaging a wider set of Syrian stakeholders to act as agents of change to scale up and institutionalise the changes that have been proven to work.

In short, we will bring together Syrian S&J actors, governance structures and communities in order to build partnerships and define needs; provide packages of capacity building and assistance; rapidly evaluate results; and build institutional structures that will provide S&J services and bolster the moderate opposition.

Our approach will cover a full range of S&J activities

Activity a: Stakeholder consolidation and engagement.

Stakeholder engagement will need to be boosted through targeted strategies and actions. Getting local councils and S&J providers identified and fully engaged early on in the capacity-building and training activities is a critical enabler for further activities. The context in opposition-held Syria means that a bottom-up approach to stakeholder engagement will be most effective, but must be driven by a transparent beneficiary selection process. We propose to support this process with a **Beneficiary Selection Panel**, comprising Syrian NGOs, to advise on community recipients of AJACS assistance.

Our stakeholder engagement approach
"Trust in police increased... something that did not exist before"
 Interviewee, Kafranbel, commenting on the success in bringing S&J providers and communities together. (Aktis S&J project)

Figure 6: Building partnerships through our triumvirate model, bringing together security and justice, councils, and community actors



To ensure change is institutionalised, we will build partnerships with public authorities at the bottom (municipalities,

community), middle (provincial) and top (Interim Government) levels of the emerging S&J institutions, as in Figure 6. This can include supporting initiatives such as the Interim Government's "Back to Syria" plan. Since we are already delivering S&J outcomes and ICSP has an agreed programme of work with General Shallaf and other leaders of the FSP, we will be able to become operational immediately and will scale up interventions with beneficiaries that have already proved successful (e.g. the ICSP road signs and city clean-up projects in Kafranbel), undertake more detailed planning with stakeholders who are still formulating their needs (e.g. the ongoing reformulation of the ICSP project in Marat Al Numan), and initiate stakeholder engagement in new areas (e.g. Deraa).



Kafranbel - developing road signs to protect public from driving towards morphing frontlines

Activity b: TA and capacity building. The TA and capacity-building needs of Syrian police, justice, council and community beneficiaries will be determined early on in the project through a participatory needs assessment, using our **Alignment for Change (A4C®) methodology**.³ This will enable beneficiaries to measure the development of their

¹ Piotuk & P. Wilson, Security Sector Evaluation: Understanding and Influencing How Security Institutions Change (Libra Advisory Group, 2009)

² Matt Andrews, Lant Pritchett and Michael Woolcock, "Escaping Capability Traps through Problem-Driven Iterative Adaptation (PDIA)", Center for Global Development, June 2012.

³ A4C® is a capacity building tool developed for use with security institutions in fragile environments.

policing and justice capabilities. We will support capacity building through training, coaching and mentoring. Training options inside Syria will be selected from a menu as determined by the conflict context and by the needs assessment we will carry out in parallel to the stakeholder identification and engagement activity. In areas of extreme conflict we will train on issues such as emergency response. In areas where violence is limited, we will deliver more elaborate training, such as those identified in ICSP police CONOPS workshops. This would also include steps to institutionalise capacity building such as curriculum development. Capacity building will be supported by the **Aktis Learning Platform**, an existing web application supporting training on S&J issues even in extreme conflict scenarios (see 2.3.1). We have conducted assessments and detailed in-country consultations to scope out training partnerships with the Queen Rania Teacher Academy, the Jordan International Police Training Centre, and the Turkish National Police International Training Centre. We have agreed to meet with all three training providers following AJACS contract award to further partnership discussions on receipt of donor direction.

Activity c: Call down materiel assistance. At outset, we will accelerate delivery of existing ICSP plans for delivery of material assistance. We will also evaluate and plan material needs for future deliveries. After further rounds of participatory planning (which will endeavour to allocate material support to the most effective stakeholders), we will provide materiel assistance to partners such as police units, documentation centres, informal justice actors and communities. For the supply of **equipment**, we will run conflict-sensitive procurements, ⁴ compliant with donor and Turkish regulations, through our logistics partners. Our equipment programme will include immediate verification of handover to recipients inside Syria and contingency planning for redeployment.⁵ For the supply of **stipends and operational funds** to CSO vetted actors, we will combine bank transfers, cash payments, and judicious use of *hawala*. We will use a validation and monitoring process, separating the functions of payment authoriser, payment provider, and payment validator. For the supply of **community grants**, we will build on our conflict-sensitive Grants Manual that has successfully guided the delivery of S&J grants inside Syria, reinforced by our consortium’s experience managing nearly £1bn of grants in fragile communities over 20 years.



In Bustan Al Qasr Radio equipment was delivered from Turkey to Aleppo, and coordination mechanisms were set up by Aktis to coordinate the civil defence, medical, police, and community response to aerial attacks. The improved communication and warning is already saving lives.

Activity d: Transparency, accountability and human rights mechanisms. AJACS needs to blend emerging Syrian security and justice accountability mechanisms with international good practices. Interventions under this activity could include: Improving **transparency** of the police and justice actors by setting up formal structures, such as the complaints boxes that we supported in Atareb, and an ombudsperson’s office staffed by qualified officials who have credibility with community and defected police officers; Improving **accountability** by supporting the formation of community liaison groups, as we did in Jabal al-Zawyer and Saraqib; Ensuring security and justice stakeholders understand their **human rights** obligations. For instance, we will partner with Afaq to deliver human rights training inside Syria. To institutionalise these mechanisms, we will ensure that tools such as the present draft of the **FSP Code of Conduct** are turned into actionable Syrian-owned commitments underpinned by accountability mechanisms.

Kensaba – Raising awareness of UXO and small arms to improve child-safety in the community



Ahsim – raising awareness on weapons and weapons storage



Kafranbel – Bringing Police and Community together in a city clean up initiative



Sensitively addressing gender issues

Addressing gender issues in Syria S&J activities requires local knowledge combined with international expertise. As demonstrated by our ICSP project *Jabal al-Zawyer*, in Idlib, it is possible to promote the participation of women in community security. At the same time, it will be important to manage beneficiary risks and not to put newly recruited female police personnel at undue risk. Our gender adviser, *Sarah Maguire* will ensure that AJACS learns from international best practices.

Activity e: Community engagement. We will convene community fora to strengthen partnerships and to better understand community S&J needs. We have successfully tested this approach with community security triumvirates in Idlib, Aleppo and Latakia. We will put inclusivity at the heart of community engagement, ensuring excluded voices such as **women, youth and vulnerable groups such as religious minorities** are heard.

⁴ We recognise that supply of goods can be conflict-generating, for instance by provoking conflicts over resources, so will accompany each of our proposed procurements with a conflict management plan.

⁵ A priority will be completing the planned supply of radios to the FSP; WYG Türkiye will engage with Turkish customs immediately on contract award to ensure early delivery.

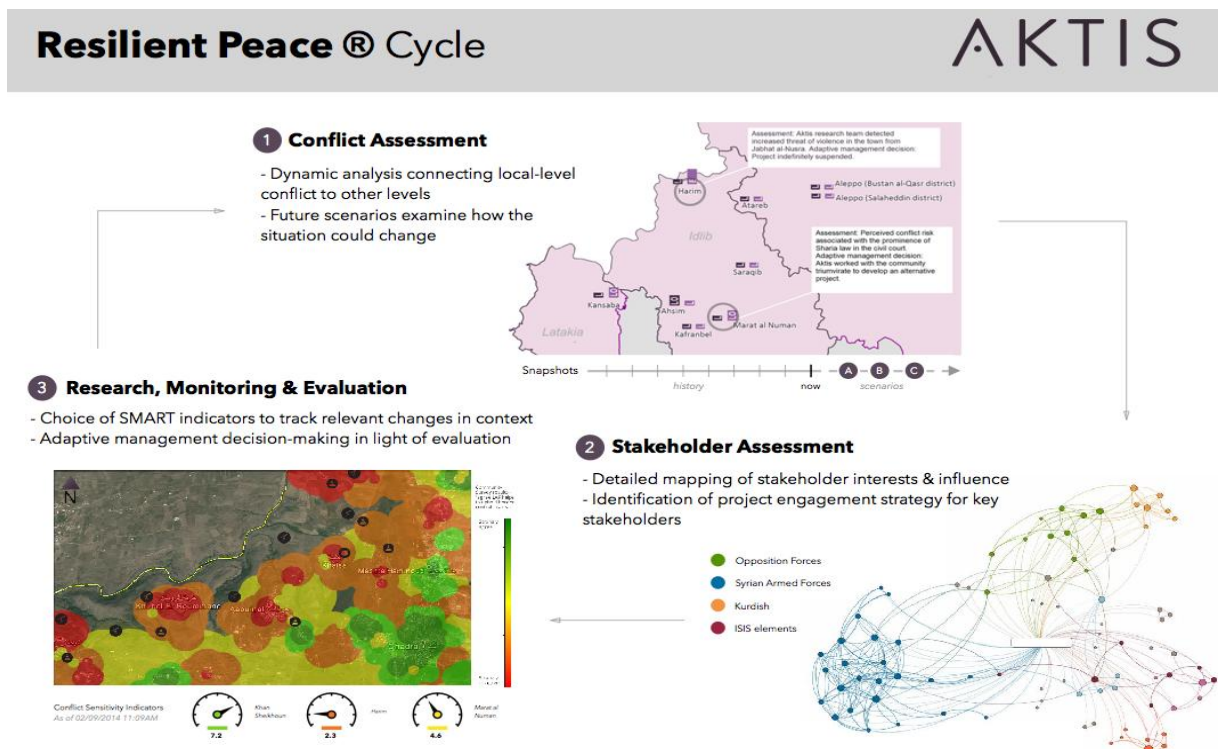
Activity f: Coordination. An important element of our approach to coordination will be to work in close partnership with the AJACS Secretariat at the strategic, operational and tactical levels through the regular weekly coordination and strategic implementer meetings with the Secretariat. We have a nuanced understanding of the importance of AJACS being donor led and on ICSP we have proven our ability to ensure a seamless link between the donors and delivery by implementers. We have the operational level relationships with the Interim Government, Turkish and Jordanian authorities as well as other Syrian stakeholders to bolster this broader arena of coordination necessary for AJACS. Details of how we will undertake wider donor coordination are provided in 2.1.7.

Activity g: Analysis. In order to inform donor understanding of the environment, our reports will fuse in-depth beneficiary input with other primary sources and advanced analytical techniques. We will deliver analytical reporting through weekly oral and written updates, a secure online portal, and rapid telephone updates on breaking issues (see 2.1.9). Our analysis will centre on the Resilient Peace® framework, which provides real-time conflict analysis to maximise the peacebuilding outcomes from AJACS and manage the associated risks.

Real time understanding of conflict

Resilient Peace® is an integrated toolkit that enables a **nuanced and actionable understanding** of how conflicts interact with any programme’s intervention at the local level. International support to countries that are conflict affected require such a toolkit to ensure that assistance does not result in worsening conflict, and instead helps to build capacities for peace. Resilient Peace® deploys **insightful research capability**, including through the use of news and social media sources for remote monitoring, and **synthesis of data** to bring clarity and **insight into the conflict effects of the intervention**. This tool is presently being deployed in conflict affected environments, including the bordering areas of Afghanistan-Pakistan as well as communities in Western Syria, to enable state building and community assistance programmes to **be smarter in their design** and **rapidly adaptive** to a changing context

Figure 7: Resilient Peace® is delivering analytical results on ICSP



Our capacity for flexibility and delivery against changing requirements

Our adaptive and flexible technical approach (PDIA) is underpinned by our adaptive programme management approach, which is informed by the latest thinking on agile programme management and our successful experiences with applying these techniques in fragile environments.⁶ Our delivery methodology includes a highly capable but economical platform, based initially in Gaziantep and inside Syria, which will manage partner relationships, plan and evaluate interventions with Syrian stakeholders, and oversee the design and delivery of packages of assistance.⁷

This core team will oversee the delivery of various modules of activities that can be adjusted according to evolving conflict scenarios and the policy priorities of AJACS donors. These packages of support are summarised in Figure 8 below. Our modular programme design allows the AJACS Secretariat to direct our team to deliver clearly defined, costed and contextualised packages of support to Syrian S&J beneficiaries.

⁶ Brian Wernham, "Agile Project Management for Government", 2012.

⁷ Members of this core team can rapidly be relocated to our offices in Amman or Arbil as required.

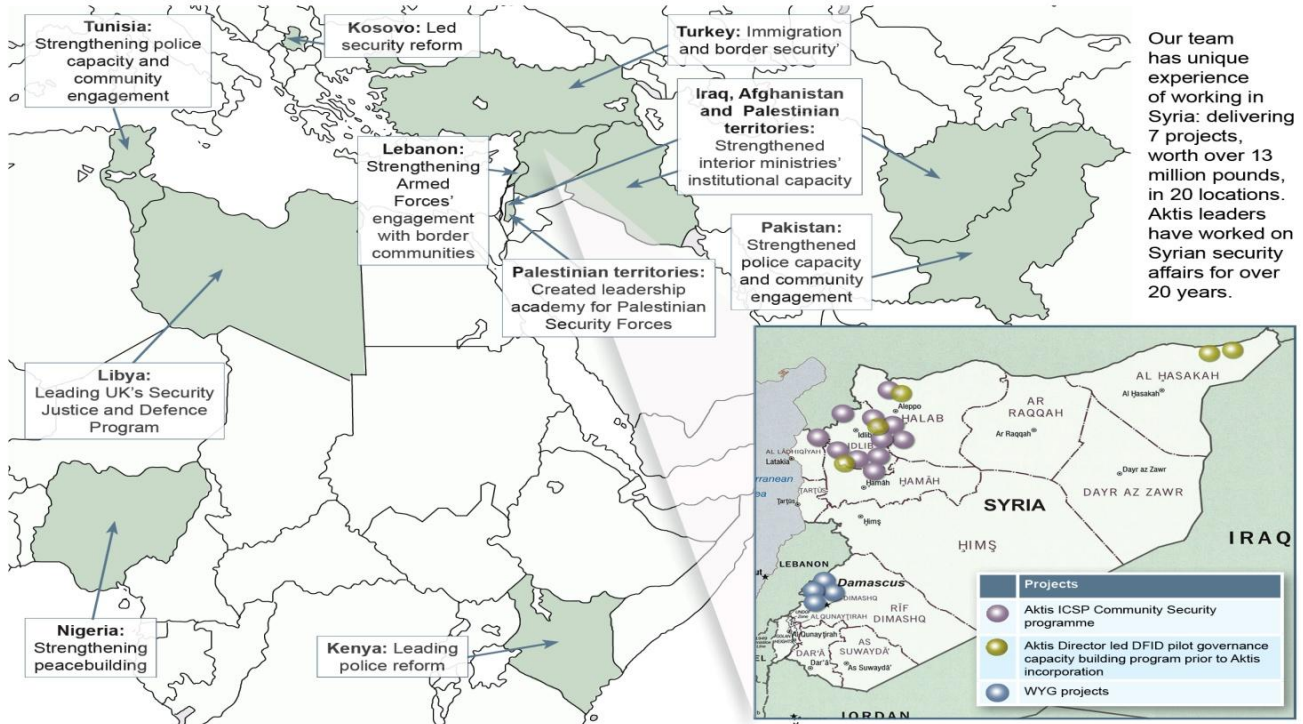
Figure 8: AJACS packages of support



How we will bring to bear our experience of working in other fragile environments

Our approach to AJACS is informed by lessons and experiences from work on 45 S&J programmes in 26 countries over 8 years.⁸ This experience includes: helping security forces to engage with communities (**Free Syria S&J actors, Lebanese Armed Forces, Pakistani police, Tunisian police**), strengthening accountability mechanisms for police forces (**Iraq, Palestinian Territories, Afghanistan, Kosovo**), training police leaders (**Palestinian Territories**); improving immigration and border security (**Turkey**); and planning security and justice sector reform in **Kenya, Uganda, Sierra Leone, Kosovo, Moldova and Libya**. Of note, our leadership of the UK's £31m security and justice assistance programme in **Libya** in a volatile conflict environment demonstrates our ability to rapidly deliver beneficiary engagement, capacity building, equipment and politically agile risk management in a conflict environment.

Figure 9: Our consortium manages some £34m of S&J programmes in fragile states and works across multiple sites in Syria



Our team has unique experience of working in Syria: delivering 7 projects, worth over 13 million pounds, in 20 locations. Aktis leaders have worked on Syrian security affairs for over 20 years.

⁸ We have summarised many of these lessons in our policy papers, including: Andrew Rathmell, "Reframing Security Sector Reform for Counterinsurgency - Getting the Politics Right" Complex Operations: NATO at War and on the Margins of War (NATO Defence College, July 2010); Andrew Rathmell, "Security and Justice Development - What Next?" Journal of Security Sector Management, November 2009; Alex Martin et al, "Security Sector Evolution: Which Locals? Ownership of What?" in T. Donais, ed, Local Ownership and Security Sector Reform (DCAF, 2008); Andrew Rathmell, Fixing Iraq's Internal Security Forces (CSIS, 2007); Andrew Rathmell et al, Establishing Law and Order After Conflict (RAND, 2005)

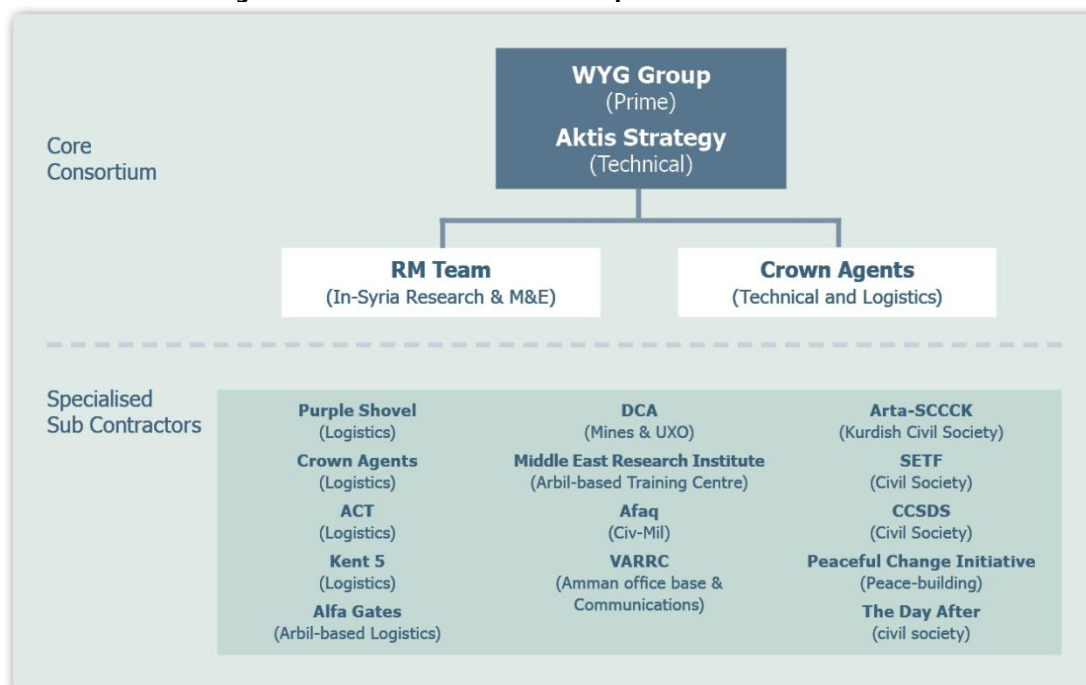
Our consortium’s experience in managing large and adaptive S&J programmes in conflict-affected environments combines with our experience of project delivery inside Syria. We will bring to bear three elements of our experience:

- First, **proven, contextualised methods** for building police and justice institutional capacity and for engaging communities. A key lesson from experience is the importance of combining highly contextualised approaches with the latest international practices. We will apply innovative methodologies for institutional development and training in ways that ensure local needs are met.
- Second, **a team that combines deep local knowledge with international experience** of managing complex S&J programmes in the Middle East. This team combines a multi-functional core Syrian and international staff with a pre-selected pool of experts to be deployed as needed (See 2.2.3 and 2.2.4).
- Third, **established trusted relationships** in Syria. Our relationships with more than 20 local communities in northern and eastern Syria as well as with Syrian opposition groups are underpinned by our Syrian project offices and ensure that we can deliver immediately, so building further trust (See 2.2.2).

How we will manage the contract: a tightly-managed, experienced core consortium with specialised sub-contractors able to deliver packages of assistance

Our consortium is primed by **WYG**, a global programme, procurement management and technical consultancy with a well-established Turkish base, and is technically led by **Aktis Strategy**, global security and justice leaders in conflict-affected environments. Both have worked in Syria over a number of years, with Aktis currently managing the community engagement aspects of ICSP.

Figure 10: Our core consortium and specialised sub-contractors



WYG and Aktis will manage AJACS as an unincorporated Joint Venture and have in place an agreed set of management, contractual and financial procedures. We have invested in building a co-located team based in Istanbul and Gaziantep which has completed joint planning and is ready to deliver. WYG’s head office Project Director, based in London, will have responsibility for contract delivery, accountable to FCO in London and to the AJACS Steering Board through the AJACS Secretariat. Aktis’ Turkey-based team leader, Matthew Waterfield, will have responsibility for programme delivery, reporting to the AJACS Secretariat in Turkey.

Our consortium is supported by carefully selected partners who will provide sub-contracted services according to AJACS Secretariat needs. **RMTeam** is the only reputable **Syrian** research provider operating comprehensively in opposition areas and will provide primary data gathering and verification. Our logistics providers **Crown Agents**, **ACT Mersin**, **Kent 5**, and **Purple Shovel** will provide us with multiple pipelines able to rapidly procure from global markets and supply materiel inside Syria across the Turkish, Jordanian, Lebanese and Iraqi borders as required.

Our sub-contracted delivery partners have been engaged on a call-down basis to support any of the packages which the AJACS Secretariat may choose to acquire, based on the work plan developed with beneficiaries. These partners include **Afaq**, delivering human rights training and civ-mil cooperation; **DanChurchAid** working on Mines and Unexploded Ordnance training; the **Hague Institute for Global Justice**, working on informal and formal justice; and Amman-based **VARRC Arabian Communications**, who will lead strategic communications projects with beneficiaries and provide an AJACS base in Amman.