

**2.1.6: Question 5**

**Provide details of your arrangements for the effective and smooth take-over/ mobilisation/ continuation of the service including a sample detailed timetable/transition plan.**

*We understand that due to the required handover of security, sensitive information, and complex relationships across multiple actors including governments and donors, AJACS donors need an effective and smooth take-over from the current incumbent.*

We are a current incumbent – our existing ICSP platform, now reinforced by our consortium, means continuation of the programme will see uninterrupted results inside Syria. Our team will deliver activity packages for consideration by the Secretariat within 10 days of contract notification, in advance of formal contract signature, allowing implementation from the date of contract signature.

**Figure 11: We have already undertaken the majority of activities required to commence in-Syria field delivery immediately on being contracted to lead implementation of the AJACS programme.**



We can begin AJACS delivery immediately because we have already have the infrastructure and the team in place. Our consortium’s **existing offices, warehouses and apartments** in Gaziantep, Istanbul, Ankara and Amman will provide a Turkey and Jordan base of operations. Our registered offices and financial and procurement mechanisms in both Turkey and Jordan mean that funds and equipment can be moved swiftly into Syria. Our proposed **staff, partners and associates are in place and have been pre-mobilised**. Our existing security procedures for Turkish and Syrian operations will be applied and our Turkish IT partner will scale up our secure communications and information management system. Our in-Syria mobile field offices in Aleppo, Idlib and Latakia, and a roaming southern Syria field team, will support the immediate delivery of activities approved by the Secretariat – **we will deliver uninterrupted mobilisation from contract signature**.

Our experience from ICSP demonstrated to us the importance of strategic relationships led by the Donor and the Secretariat complemented by operational level dialogue to include the implementers – our existing relationships will reinforce this working-level dialogue, and as previously discussed with the FCO we would expect a joint kick-off meeting with all parties on AJACS mobilisation.

We understand that communicating the transition effectively and transparently to Syrian beneficiaries and stakeholders will be vital in order to build on existing positive ICSP relationships. In partnership with the Secretariat, we will use our **existing relationships** with S&J actors inside Syria, and with Turkish and Jordanian authorities, to explain the transition to AJACS among the key stakeholders. Our mobilisation plan will include a Secretariat meeting with Turkish authorities and the Interim Government.

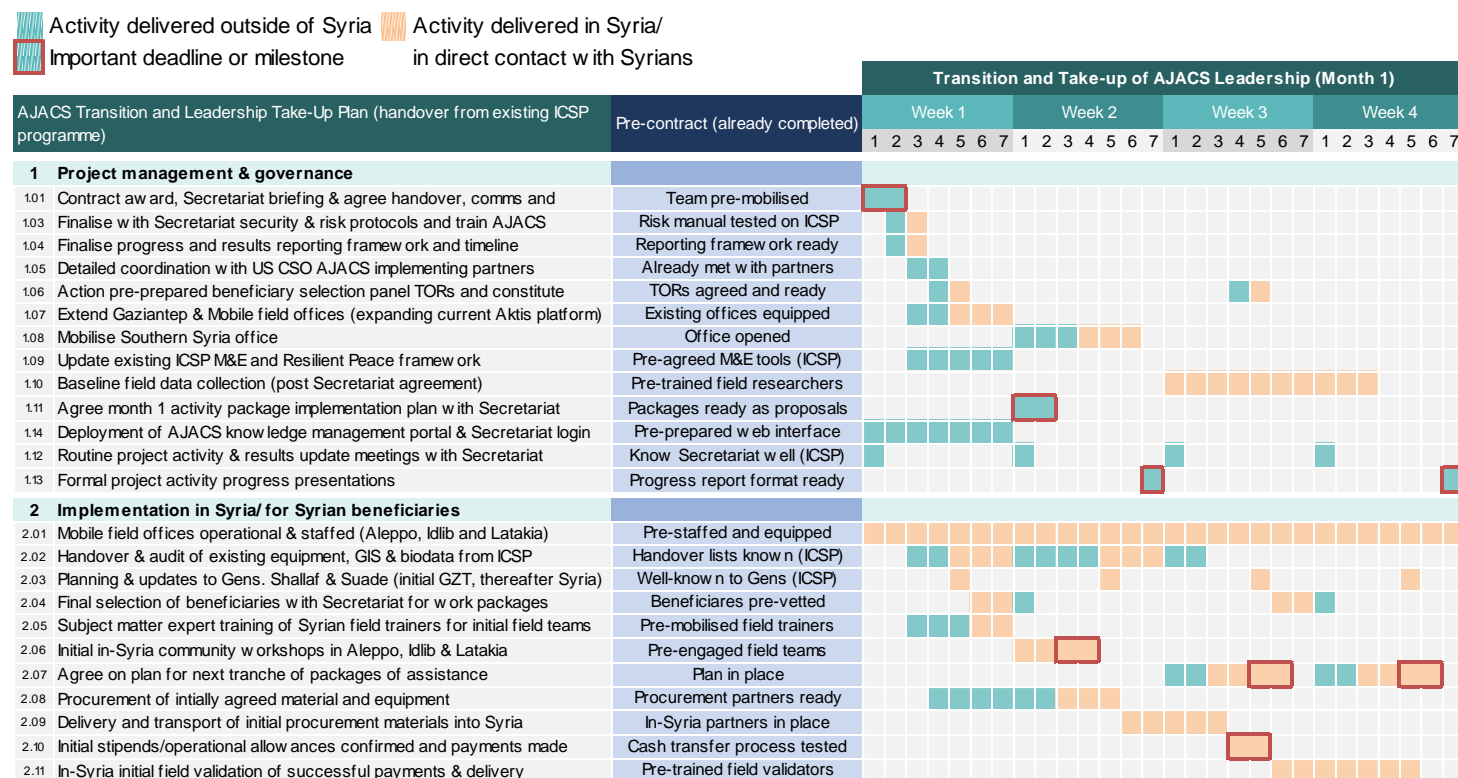
**How we handled the UK-funded Libya Security & Justice Development Phase 1 to Phase 2 programme transition**

At the point of contract notification, WYG invested in 2 full-time staff at our cost to agree a handover schedule with Embassy Tripoli and the 1-star Boards. This allowed phased mobilisations to be agreed to coincide with breather-breaks, ensured clarity on the transfer of Phase 1 contractors and asset-transfers, provided national staff with employment assurances and ensured that relationship building measures were continued. This cost WYG nearly £60,000 providing HMG with significant VFM.

**Detailed Transition Plan and Timetable**

Figure 12 below provides our indicative detailed transition plan for smooth takeover of leadership of all components of AJACS, building on our current incumbency on ICSP. Only selected aspects of this plan have been included here to comply with the length requirements of this tender. Our comprehensive AJACS start-up and consortium management plan, with expanded transition plan and timetable has been provided separately as Annex 1 to this proposal. Our consortium has already put in place its management procedures, operating approaches and schedule for immediate AJACS delivery. Given this extensive pre-contract preparation, **we will have a full programme team in place from day 1 of contract commencement** (subject to timely approval of proposed activity packages by the AJACS Secretariat).

**Figure 12: Pre-contract, we have completed significant work at the consortium’s own cost to enable us to commence delivery of AJACS without the need for an inception phase or lengthy start-up process.**



An immediate priority will be to rapidly complete an in-Syria inventory of what ICSP-funded equipment and assets previously handed-over, are retained under control of the Free Syrian Police (FSP) and intended beneficiaries, and where these are located. Our Syrian field team will commence this review in cooperation with the FSP Logistics Officer **on the day of contract commencement**, for example, by arranging a joint visit to the new Idlib warehouse located in Katan Jabhan. Our GIS-mapped management information system (see 2.1.4) will **provide oversight** of where AJACS equipment is, and who has custody. We have **already planned** custody of existing assets procured by ARK that at the point of AJACS commencement may not have been delivered to beneficiaries.<sup>1</sup> We have **already prepared** the necessary property transfer documentation required under Turkish law. We are familiar with the Secretariat’s vetting and cross-border delivery notification requirements, we will contract existing ICSP implementing partner staff where appropriate and if approved by the Secretariat.

We will maintain continuity, but improve the efficiency and verification of, timely biodata-driven stipend and operational police funding transfers, including through more rigorous cash transfer methods. We will also **build immediately** on final deliverables from ICSP undertaken in late September and October. By way of an example, we will improve upon ICSP’s documentation centre development workshops by bringing our partners the **Free Syrian Lawyers Association** to rejoin the Interim Government in delivering training, and will ensure that FSP officers are engaged in these workshops where appropriate.

**Transitioning Baytna from ARK**

Consortium member Aktis coordinated the transition of the DANIDA-funded Baytna Centre management contract from previous incumbent ARK, with transition initiated three days prior to contract signature. The rapid handover was made possible by early preparations including planning tasks funded at Aktis’ own cost before contract award; we have applied these lessons to AJACS preparation.

<sup>1</sup> For example we are aware that 16 Dacia Logan vehicles have been returned to the Gaziantep warehouse, and that of the 1,600 FSP uniforms and 18 police station packs currently located at the Bab al-Hawa border crossing warehouse, at least some will not be transported into Syria due to the uncertainty of who has effective control of the governance space in Harem.