2.1.7: Question 6
Explain how you would ensure a seamless operation with other contractors and organisations employed by, or working on other Donor funded activity which could be complementary to this tender

In the politically sensitive environment of the Syrian conflict, the AJACS donors need to be able to rely on their contractors to work collaboratively with other implementers to leverage synergies and avoid frictions. Our approach to collaboration builds on lessons learned from recent implementation in Syria and is informed by best practices from our other programmes in complex environments involving **multiple donors and implementers**. We propose mechanisms to coordinate with other AJACS implementers; with other partners involved in implementing parts of AJACS; and with other programmes.

Working with other AJACS implementers

If our consortium is selected, we will work alongside the US CSO-funded M&E provider and possibly alongside a CSO-funded implementer. We will ensure seamless coordination, learning lessons from the challenges of coordinating with an incumbent implementer, and our previous experience of a small community of development specialists that compete to tender and collaborate in implementation. Our experience suggests that several implementers operating under one donor leads to competition for funding and these commercial issues lead to friction. Under the AJACS model with two implementers operating under two funding sources this risk is eliminated. The other source of friction is unclear division of responsibility, which will be an issue in AJACS, and we will address this by taking the following actions:

> **Our approach to partnering in Syria is informed by our successful partnering on similar programmes elsewhere**
>
> As evidenced by our successful coordination with 18 phase 1 implementers as we took over the reins of phase 2 of the UK's Libya Security, Justice and Defence programme. Steps that we took to make joint working seamless included: early engagement, co-location of in-country personnel, a secure shared online platform, and open-book negotiations with FCO and Contractors on service contracts, deliverables and financial matters.

- A fully **transparent** approach in which the implementers share all details of their AJACS work from day one, agreeing internal charge rates for the sharing of assets, establishing a secure IT platform for integrated tracking of items, and putting systems in place to share resources such as redundant transport capacity.

- Early work **planning**, starting with a joint kick-off workshop.

- Agreement with the other implementer on how to present to the Secretariat to ensure **clarity of message**.

- A written agreement that **lays out responsibilities**, reporting lines, schedules for management activities, and dispute resolution procedures. Adherence to this agreement should be one of the contract KPIs.

- Establish an Implementers Working Group for ongoing **communication** at operational level, and a head office liaison with the other implementer for high-level communication (this is made easy since our consortium members have established working relationships with each of the possible CSO implementers).

- A "one AJACS team" approach involving **co-locating staff** from the outset in offices in Istanbul, Gaziantep and any other operational sites. We know from experience that this will quickly overcome many of the frictions that may arise and will build a common team spirit.

Working with partners to deliver AJACS

In addition to our consortium members, we place great value on close working relationships with Syrian and international NGOs and other entities working with Syrian communities. We believe that establishing formal mechanisms for coordination, for participatory work planning and for sharing of knowledge and expertise will greatly enhance the prospects for achieving the desired AJACS results. Hence, we have invested in building formalised structures that will enable AJACS to generate a **multiplier effect** across Syria.

In practical terms, we propose to transform our successful **ICSP Board of Advisers**[1] into a **Beneficiary Selection Panel** comprised of leading NGO implementers working inside Syria. The Board would be a formal mechanism through which AJACS can systematically coordinate with leading NGOs to determine, triangulate, and validate with whom and where we work. Key members of the proposed board worked with us to design this mechanism in an August 2014 Gaziantep workshop. The proposed board includes NGOs such as Afaq, Syrian Emergency Task Force, CCDSC, Arta-SCCCK, and Peaceful Change Initiative.

AJACS consortium members WYG and Aktis hosting a Partners Meeting in Gaziantep 26 August 2014. Discussion focused on developing the AJACS programme design and determining the terms of reference for the Beneficiary Selection Panel.

In addition, our partners and sub-contractors will be supported, trained and encouraged to take on extant contracts and relationships with ICSP suppliers or to work with any other implementer further down the supply chain.

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1 The ICSP Board of Advisers included NGOs working in Syria as well as senior experts who met periodically to review progress, to provide political and technical advice, and to help connect us with a wider set of beneficiaries.

Working with other contractors and organisations engaged on complementary activities

There are numerous opportunities to create synergies between AJACS and other donor projects inside Syria. By actively seeking out these synergies, we will ensure faster progress, resulting in more sustainable results for Syrian communities. Coordination will take place both outside as well as inside Syria.

Outside Syria, we will prioritise coordination with other implementers based in Turkey and Jordan. We will continue to use coordination mechanisms such as the **informal coordination group of implementers** (ASI, Creative, ARK, Pax, NPA, Chemonics) that meets in Gaziantep once per month to share information on activities and locations of operations: we will use this established mechanism to move from operational coordination to strategic coordination. At the same time, our offices in Beirut and Arbil will ensure that we can exploit opportunities for additional joint working.

How we have achieved a multiplier effect through coordination at the community level
Working at the community level inside Syria, we have already been successful in ensuring complementarity between multiple donor activities so that donor interventions enjoy a multiplier effect. Salaheddin is on the front line: 25 workers were employed to clear the battle debris from the street and construct a wall to protect residents from the daily sniping of regime forces. This has allowed 200 families, 1,200 residents and 5,000 persons to use this street on a daily basis - safely. This project was coordinated with councils, civil defence actors, police, and a FCO funded community and civil defence programme.

Inside Syria, we will take two steps to promote coordination. First, we will undertake a **constantly updated review of planned donor** activities to identify in our work-planning concrete opportunities for synergy. Figure 13 below provides an indicative list of ongoing work relevant to AJACS and in several cases how we are currently engaging these opportunities.

Second, we will actively seek and identify opportunities at the local level that either **de-conflict** activities or provide a quantifiable **multiplier** effect. We have already identified a number of such opportunities inside Syria, as illustrated in Figure 13 below.

Figure 13: Indicative opportunities for coordination and leveraging

Project	Coordination opportunity
Civil defence	Link to UK and US civil defence programmes to ensure **de-conflict** civil emergency operations centres linked to police and local councils.
Local council support (e.g. DFID, CSO)	Leveraging donor engagement with councils to strengthen the triumvirate model for participatory S&J planning and delivery creating **multipliers** across the implementers for governance and non-humanitarian programmes.
Armed actor support	We will ensure that donor work with armed actors creates **multiplier** effects through civil-military cooperation creating space for civil S&J activities funded by the US Institute of Peace.
Civil registration documentation	**De-conflicting** opportunities with Local Councils and the IG Ministry of Justice to ensure consistency in documentation and related services.
Syrian Reconstruction Trust Fund	Leverage SRTF efforts with the Interim Government to develop public financial management mechanisms building **multipliers** and sustainable funding for S&J actors.
Civil Registration	Work in partnership with MoJ, various legal professional bodies, and international organisations including ILAC (SIDA funded) Support to Documentation Centres.
Innovative partnerships	Explore partnerships with the Turkish Police Training programme and Gulf donors to build sustainability and leverage funding.

Our bidding partners: