

2.2.1: Question 9

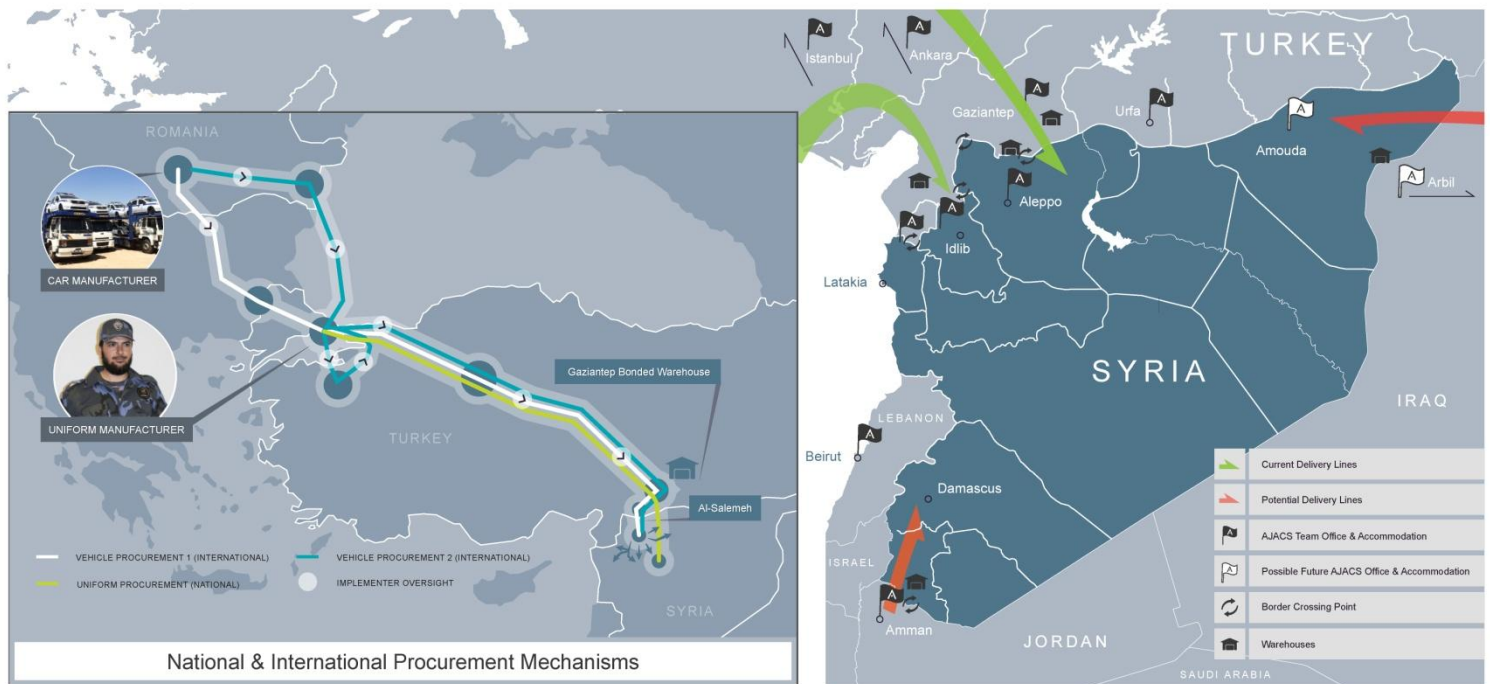
Describe your local administrative arrangements for the relevant country (e.g. Turkey, Jordan) including accommodation, transport, etc and who will administer these

The AJACS donors require an implementer fully compliant with Turkish and Jordanian regulations with established administrative infrastructure and an ability to operate compliantly, smoothly and with immediate effect from other locations, which may include Lebanon or Kurdish areas of Iraq.

We believe that no other potential implementer can match our combination of legal, tax and work-visa compliance and political relationships in Turkey; reinforced by our administrative footprint in Jordan and the wider region. Our consortium offers a complementary team of delivery partners providing the logistical, financial, technical and relationship skills required to deliver from either a **Turkish or Jordanian base of operations**. We have the capacity to expand or transfer operations to Kurdish areas of northern Iraq and to Lebanon.

No other implementers can demonstrate such a robust Turkish presence
 We are fully compliant with Turkish Regulations and have an existing administrative infrastructure in Turkey. **WYG** has been a registered, profitable Turkish corporation since 2003 and is authorised to export into Syria. **Aktis** has been registered since 2013 and is authorised to hold events with Syrian beneficiaries in Gaziantep.

Figure 18: Diagram demonstrating our consortium’s administrative arrangements in the region: Established logistics and transport routes (right) and AJACS Programme offices, accommodation, warehouses, delivery lines and border crossing points (left)



Turkey

Our operations in Turkey are supported by a Turkish administrative team based in our Gaziantep offices, backstopped by support teams in Ankara and a client liaison office in Istanbul. These are all **costed in to our general overhead** and are not project-specific positions. WYG and Aktis both have Turkish company registrations¹ and are compliant with Turkish regulations, including **relevant tax obligations**, as well as being authorised to work across the border into Syria.

Evidence of the Value for Money (VfM) we can bring is through this use of WYG Türkiye - registered in Turkey since 2003 and employing over 200 staff and consultants in offices across Turkey (Ankara, Istanbul, and Urfa). The company has implemented more than 40 large-scale projects, including projects at the Turkey-Syria border.² Before the Syrian revolution, WYG Türkiye also managed development projects throughout Syria.³ VfM will be

WYG Türkiye currently employs 150 contractors throughout Turkey and regularly finds accommodation at short notice, at Turkish national rates within Turkish regulations saving 20% on costs.

¹ WYG Türkiye registration number 181483 (Ankara); Aktis Strateji Danışmanlık Şirketi registration number 42631 (Gaziantep)
² Economic and Social Integration in Rural in-migrant Destinations, and Refugees and Removal Centres for the illegal Migrants.
³ The Municipal Administration Modernization (MAM) project, and the Damascus Rural Water and Sanitation Project.

provided through our consortium's **existing administrative** infrastructure in Turkey, which includes:

- A Turkish bank account with FinansBank since 2003 with branches in Ankara, Istanbul, Gaziantep and Urfa.
- A team of six accounting staff and one lawyer and a call-down contract with a leading Turkish law firm.
- Procurement and import/export mechanisms recently proven to function on the Syria/Turkey border.⁴
- Fully serviced apartments for each individual to accommodate the entire core team of 32 individuals, two bonded warehouses (Katan Jabhan; Gaziantep), a fleet of leased vehicles with drivers, and 1 x office in Gaziantep, 1 x office in Urfa, 2 x offices in Istanbul, and 1 x office in Ankara.
- Cars, drivers, and journey management.
- A registered Turkish IT company wholly owned by WYG which will support information management and security.
- Existing Turkish support staff (office staff, financial personnel, logistics and security managers etc.).

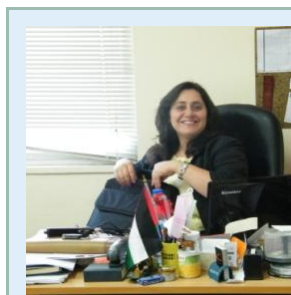
We will use specialist procurement and logistics partners, **ACT Mersin, Kent 5,** and **Crown Agents** providing redundancy and significant expansion capacity. **ACT Mersin** is a Turkish logistics provider with experience of logistics and procurement contracts with the US Government: it routinely trucks supplies to Syrian beneficiaries; **Kent 5** procures and supplies items throughout Syria, including the provision of bonded warehouse facilities inside Syria: it has strong networks in Aleppo; **Crown Agents** will bring to bear their extensive experience in the region with procurement and logistics support as part of an exclusive technical assistance agreement.

Tax compliance is ensured because we are fully registered

Since both Aktis and WYG have fully registered companies in Turkey, we can recover **Turkish VAT** on all procured items. This will reduce the cost by 18% on daily expenditure, procurement etc. providing significant VfM: GBP 180,000 per £1m procurement spend.

Jordan

Our consortium works from two offices in Jordan. Our technical assistance work is run through our local community dialogue and strategic communication expert partner VARCC Arabian Communications, established in 2006, with an operational office Amman. In addition to an office they have a pre-approved list of serviced apartments that can be rented at a 20% discount due to being booked through a local firm, and will provide vehicles and drivers. Our logistical operations are coordinated through registered Jordanian company Al Jazy Shipping & Forwarding who work with Crown Agents on MoD contracts to ship humanitarian supplies throughout the region. Furthermore, another of our logistics partners, **Purple Shovel** has current pipelines for moving supplies into Syria on behalf of the US Government, via Jordan. These local partners provide us with a licence to operate both in Jordan and across the border, in addition to local offices, administrative arrangements, and accommodation. Our Amman-based team have **already been working with Syrian beneficiaries** in community dialogue and local peace building initiatives.



Our partner in Jordan, VARCC Arabian Communications, has extensive track record in working with Syrian beneficiaries, including a recent

social development programme working with Syrians in the south.

Platforms across the region

We have the ability to operate from the Kurdish region of Iraq and from Lebanon.

Kurdish areas of Iraq: provision of technical and logistical assistance into Kurdish regions of Syria is underpinned our local training partner - Middle East Research Institute,⁵ which is authorised by the Kurdistan Regional Government to host capacity building activities. Our logistics partner is Alfgates Services, which has been operating in the KRG for six years and combines local knowledge, logistics, and manpower to international standards providing accountable logistics services across the region. Also available is Kurdish-Syrian NGO Arta-SCCCK which has built excellent relationships with Kurdish civil society groups inside Syria.

Lebanon: We believe that it is unlikely that AJACS would be able to operate at-scale and safely from a Lebanese base on a long-term basis, but one-off small intervention is feasible and if required, we can base this out of our Beirut office. Aktis' three current security sector and community security projects in the country will provide AJACS with the necessary political and security force relationships.

⁴ WYG Türkiye has recently delivered a procurement function as part of a project developing Turkish migrant re-settlement centres on the Turkey-Syria border

⁵ <http://www.meri-k.org/>