

2.2.2: Question 10

Explain how you will maximise the use of local resources where possible, including use of Syrian nationals where appropriate

Our policy is to maximise the use of local resources, and to progress the transition of programme knowledge and expertise throughout our engagements.

Syrian Resources

51% of the delivery team and **40%** of key personnel are Syrian. They work from our existing Gaziantep head office, from Amman, and from three existing mobile field offices in Aleppo, Idlib and Latakia. Our field presence in Deraa is prepared for **immediate mobilisation** with Secretariat approval. **64% of staff-inputs** are by Syrian nationals – clear evidence of our policy of supporting local staff. Syrian resources continue to **provide leadership** and technical delivery, for example; Deputy Team Leader (Programmes) **Bassam Al Kuwatli**; Lead for Community Engagement **Dima Shehadeh**; and Senior Dialogue Adviser **Malik Al Abdeh**. They will continue their current work from ICSP overseeing the strategy, planning, and implementation of AJACS with Syrian beneficiaries. Syrian staff are also leading the delivery of **field training, procurement validation** and **monitoring and evaluation**, from Gaziantep, Amman, and inside Syria.

Our key subcontractor for field validation and M&E data collection is RMTteam, the only reliable **Syrian-owned** and managed research provider. Five implementation and beneficiary advisory partners are Syrian-run and staffed NGOs; including the **Syrian Emergency Task Force (SETF)**, **Centre for Civil Society and Democracy in Syria (CCSDS)**, **Afaq**, **Free Syrian Lawyers (FSL)** and **Arta-SCCCK**.

Neighbouring National Resources

We fully recognise the advantages of using Turkish and Jordanian support staff and actively work to ensure all of our training and workshops are delivered in Arabic with minimal translation. Our extensive WYG Türkiye presence and Amman VARCC Arabian Communications office ensures we have over 200 Turkish and 20 Jordanian personnel already working with our consortium who can support AJACS operations, logistics, procurement, and administration. Our policy ensures the best possible local knowledge is available, and that positive relations are developed with Syrian stakeholders and local governments, as well as with our implementing partners.



WYG Türkiye Team at the British Consulate in Istanbul celebrating the opening of WYG's Istanbul office in 2012



VARCC Arabian Communications signing a partnership agreement with a client

In **Turkey**, we have existing offices in Gaziantep, Istanbul, Ankara and Urfa employing over 200 Turkish back-office support staff and supporting our fully-compliant operations. From our consortium's existing Turkish staff base, we can already support 20 international work permits for non-Turkish personnel. We have a cleared Turkish/British Security Manager and a Turkish Finance Manager with over 20 years' experience working on IFI programmes.

Our **Amman** team is staffed by Jordanians and overseen by Tala Abu Taha. Tala has been working on ICSP and remains engaged for AJACS as a Community Dialogue expert having previously worked in southern Syria. Our Team Leader Matthew Waterfield has worked directly for the King of Jordan and has maintained excellent relations with the Palace. Our logistics partners Al-Jazy and Crown Agents are ready to procure, warehouse and transport equipment to Southern Syria.

How we currently prioritise the use of Syrian nationals

We focus our effort **in** Syria, **by** Syrians, **for** Syrians. More than any other potential implementer of AJACS, we have already maximised the use of experienced Syrian nationals who have **existing community security and justice experience and relationships**, to ensure meaningful results are rapidly achieved. Our core delivery platform for AJACS is **already in place**. Our platform consists of a S&J focused programme head office in Gaziantep, three mobile community engagement field offices in Syria staffed by trained community engagement officers, trainers and M&E researchers, and a scalable, roaming Southern Syria field capability. Our offices are currently staffed by a majority-Syrian team. This team will transition seamlessly into our AJACS core team and continue to deliver immediately. Our consortium requires **no inception or start-**

up phase to recruit and train Syrian resources – they are in place. A selection of seven of our 13 core **Syrian team** members that are named and budgeted for AJACS delivery are set out below.

	<i>Bassam Al Kuwatli</i>	Bassam is our Deputy Team Leader (Programmes) and is a recognised Syrian expert project manager. He is currently the Deputy Team Leader of Aktis' work on ICSP and has extensive experience working with the Syria Opposition Coalition and on monitoring inside Syria.
	<i>Dima Shehadeh</i>	Dima builds on her current role with Aktis on ICSP as our Community Engagement component lead. She has extensive practical experience working with Syrian communities during the current conflict.
	<i>Malik Al Abdeh</i>	Malik is a senior commentator and dialogue expert on the Syrian conflict. He is a BBC-trained journalist with extensive experience in media and communication and has been working with Aktis on ICSP.
	<i>Hiba Alhaji</i>	Hiba comes from Maaret Mesreen in Idlib. She has been active in CSOs including the National Union of Free Syrian Students and the Syrian Youth Association. Hiba has been part of the Aktis team in Idlib since January 2014 and leads our Idlib field office.
	<i>Mihyar Badra</i>	Mihyar is from Latakia and has participated in opposition civil and relief works and supervised the exchange of prisoners between the regime and opposition forces. He leads our Latakia office.
	<i>Ziad Khayatta</i>	Ziad is from Aleppo city. Ziad has completed training in advocacy and conflict resolution and has been active in civil society since the uprising. He works with Aktis on ICSP and leads our Aleppo office.
	<i>Jawad Al Masalmeh</i>	Jawad is from Deraa and a Graduate of communications and media (Damascus 2005). He has been a beneficiary of Spark/CSRO training in reconstruction and civil administration strategic planning and analysis. He is our Southern Syria field manager, ready to deploy.

Our core team:

- **64% are existing ICSP team members,**
- **51% are Syrians,**
- **60% are native Arabic speaking S&J experts**

A central principle of our approach is to build sustainability and local expertise; we **invest** in building the capacity and confidence of our Syrian staff to operate independently. In AJACS, our core, named team takes a mentor-assistant approach, with each subject-matter expert supported by a Syrian mentee to ensure an exchange of knowledge and expertise throughout the programme. This approach has worked successfully in ICSP, during which our senior international advisers have worked remotely with our field personnel to provide oversight and direction.

We have actively worked to build the capacity of **Syrian women** already working with us on ICSP. **44%** of the field team inside Syria are women. Having women as part of the core Syrian field team is essential to gain access to women, their security and justice experiences. We will continue with our successful approach to recruiting and **building the capacity** of our female community engagement, monitoring and evaluation and mentee technical advisory teams. Our Syrian field team's well-established network of trusted relationships in opposition-controlled Syria have been developed since January 2014 with S&J related actors. These relationships take time and trust to become effective.

Working with Local Councils is one thing, but bringing together Local and Provincial Councils with police and justice actors alongside community and civil society representatives requires **unquestionable trust and credibility**. This is what our ICSP Syrian field team have been able to achieve and what they will continue to deliver for AJACS.

All of our Syrian team is continuing to work with us on AJACS from ICSP



On ICSP we have already provided Syrian staff with over 100 hours of training, including in conflict sensitivity (see above, Gaziantep, June 2014), dealing with psychological trauma, family mediation, security and risk mitigation, monitoring and evaluation, project management, gender and women's empowerment in conflict and financial reporting and accounting.