



Annex

Potential Packages of Modular Support for AJACS Implementation



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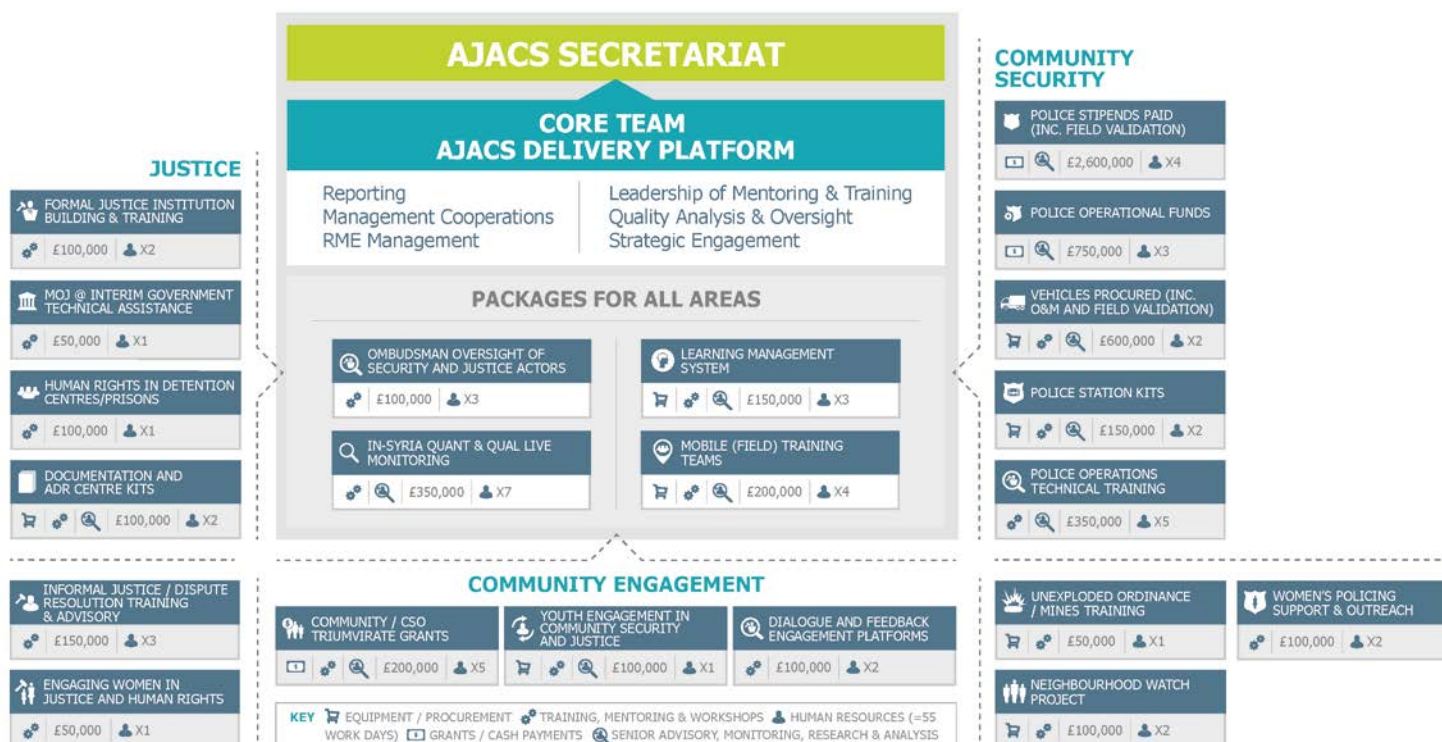
Overview

Our proposed workplan and delivery methodology is based on an **existing platform** that has had several operational refinements over the past 6 months and is now a refined, high capacity and economical operational platform that is fit-for-purpose. It is based in **Gaziantep** allowing regular and direct access to the Interim Government; and inside Syria (**Aleppo, Idlib and Latakia**) allowing support and management of partner relationships and dynamics. It also allows us to plan and evaluate interventions directly with relevant Syrian stakeholders, oversee the design and monitor the delivery of packages of assistance. We also have established offices in **Ankara** allowing management of relationships with the Turkish Government; **Istanbul** allowing support to be provided to the international community and Urfa connecting with the Kurdish and Arabic speaking communities; and in **Amman** allowing access and support to southern Syrian regions.

Our knowledge of Syria and the work we have completed in the country over the past 2 years allows us to prepare an indicative set of modular packages of integrated AJACS support. We would be happy to provide a refined version – at our cost – at the point of contract notification allowing discussions with the Secretariat over the course of October allowing an operational start from the 1st November or Contract Signature – whichever is the earlier.

These packages have been designed as an integrated, modular set of activities allowing a menu-like approach to be taken. The benefits of this approach include: item-by-item / full-packet authorisation by the Secretariat; phased upsizing / downsizing to be implemented quickly; absolute financial transparency; clarity over recipients; discrete multiplier packages can be mobilised; de-conflicting easily managed without impact on the overall programme; measurement of the impact by item or multipliers aggregated on whole programme basis.

An overview of the modular packages suggested and how they relate to the core team AJACS delivery platform's capability is illustrated in figure below. Additional detail on each of our indicative packages of support then follows.



Modular packages of integrated AJACS support

The below packages of support are indicative and will be further developed and amended. Additional or different support packages can also be developed at any time for optimal AJACS delivery in different parts of Syria and at different times.

KEY EQUIPMENT / PROCUREMENT TRAINING, MENTORING & WORKSHOPS HUMAN RESOURCES
 GRANTS / CASH PAYMENTS SENIOR ADVISORY, MONITORING, RESEARCH & ANALYSIS

Community Security

Package of support	Summary description	Nov	Dec	Jan	Feb	Mar	Apr
POLICE STIPENDS PAID (INC. FIELD VALIDATION) £2,600,000 X4	Provision of stipend payments to police officers (NGOs and Commissioned Officers) on monthly basis. Transfers made by cash, <i>hawala</i> or bank transfer depending on variable conditions in Syria and recipient preferences, with in-Syria beneficiary validation.	Ongoing, Nov14 – Apr15					
POLICE OPERATIONAL FUNDS £750,000 X3	Provision of police operational funds to station commanders and provincial police headquarters on a monthly basis, with in-Syria validation of fund transfer and accompanying technical support on funds utilisation. Transfers by cash or <i>hawala</i> as appropriate.	Ongoing, Nov14 – Apr15					
POLICE OPERATIONS TECHNICAL TRAINING £350,000 X5	Technical police operations training will be delivered progressively throughout AJACS via a “train the trainer” method with training increasingly to be delivered inside Syria, by Syrian police master trainers. Topics to be agreed in consultation between Secretariat and police.	Ongoing training from needs assessment to in-field delivery					
VEHICLES PROCURED (INC. O&M AND FIELD VALIDATION) £600,000 X2	Procurement, badging and equipping of police vehicles, building on current Dacia Logan and Duster acquisitions, with procurement over two rounds, accompanied by operations and maintenance training and in-Syria field validation with vehicle police operators/ beneficiaries.	Two procurement rounds, with transfer validation					
UNIFORMS £150,00000 X2	Procurement of male and female police operational and office duties uniforms and associated equipment. Procured for economy in two rounds, and delivered progressively to station commanders and police recruits as required.	Two procurement rounds, with ongoing recipient transfer					
POLICE STATION KITS £150,000 X2	Provision of police station equipment packs as required throughout AJACS delivery. Kits will be flexibly assembled and include variable components such as medical equipment, communications equipment, ICT equipment, office stationary & emergency equipment.	Ongoing procurement, transfer & validation					
MOI IG TECHNICAL ASSISTANCE £150,000 X2	Technical assistance and mentoring provided by senior advisers to the Interim Government Ministry of Interior; areas of assistance to include leadership and strategy, human resources, payroll, budgeting and finance management, policy and public administration.	Ongoing technical assistance as required and appropriate					
MOBILE RECRUITMENT CENTRES £100,000 X1	Focused support to assist the police and potentially the future Interim Government MoI, to establish mobile police recruitment centres inside and outside of Syria, including establishment of procedures, planning and training and support packages for new police recruits.	Support from point when appropriate					
POLICE ICT KNOWLEDGE MANAGEMENT / SYSTEMS SUPPORT £100,000 X2	Technical ICT and knowledge management assistance provided to the police at operational and potentially MoI level, to integrate information sharing and knowledge management capability through appropriate, in-Syria ICT networks and network operators.	Support from point when appropriate					

Community Security / Community Engagement

Package of support	Summary description	Nov	Dec	Jan	Feb	Mar	Apr
<p>NEIGHBOURHOOD WATCH PROJECT</p> <p>£100,000 X2</p>	Community / police integrated security programme aimed at ensuring grassroots community participation in the maintenance of neighbourhood safety, overseen and managed by local police who are empowered to provide basic training and establish procedures.		Initial oversight, ongoing implementation support				
<p>WOMEN'S POLICING SUPPORT & OUTREACH</p> <p>£100,000 X2</p>	Focused support provided to women in the community and to female police officers or potential female police recruits, to ensure women's needs in the community are being operationalised into standard policing procedures, and that women's policing support centres are effective.		Initial oversight, ongoing implementation support				
<p>SMALL ARMS AND LIGHT WEAPONS MANAGEMENT</p> <p>£50,000 X1</p>	From the Integrated Community Security Programme (ICSP) it is clear that Syrian communities value training and tools to achieve better small arms and light weapons management in their communities. Ultimately, this training to be provided by Syrian police themselves.	Two rounds of training of communities and police					
<p>CIVIL-MILITARY DIALOGUE INITIATIVES</p> <p>£100,000 X2</p>	For effective community security in opposition-controlled Syria, dialogue and negotiation with Armed Groups by the community and by police and justice actors, is critical. This support package is focused on building those relationships in effective ways.	Initial focused dialogue initiatives with ongoing support					
<p>UNEXPLODED ORDNANCE / MINES TRAINING</p> <p>£50,000 X1</p>	Unexploded Ordnance (UXO) and mines present a significant community security and safety risk that Syrian communities have already requested support to address through the ICSP. This training and basic equipment package will focus on awareness for children.	Two rounds of training of communities and police					

Community Engagement

Package of support	Summary description	Nov	Dec	Jan	Feb	Mar	Apr
<p>COMMUNITY / CSO TRIUMVIRATE GRANTS</p> <p>£200,000 X5</p>	Building on the success of the ICSP Community Engagement approach of facilitating community working and interaction with local police and justice actors, community triumvirate grants will continue to be provided to areas targeted for AJACS support.	Two tranches of grants, initial pilot and further funding					
<p>DIALOGUE AND FEEDBACK ENGAGEMENT PLATFORMS</p> <p>£100,000 X2</p>	The establishment of community feedback and dialogue platforms, such as the suggestion box system piloted during ICSP, and social-media avenues, will be co-developed with the community early in the programme and monitored for their effectiveness.	Initial work-up, ongoing implementation support					
<p>YOUTH ENGAGEMENT IN COMMUNITY SECURITY AND JUSTICE</p> <p>£100,000 X1</p>	Engaging youth in a new era of community-oriented security, policing and justice in Syria is critical to ensure the sustainable development of peace and security. This package of support will focus on community options for youth engagement inside Syria.	Initial strategy, ongoing implementation support					
<p>MEDIA PRODUCTION KITS AND MEDIA ENGAGEMENT TRAINING</p> <p>£100,000 X2</p>	An important aspect of community feedback to security and justice actors is via a free media. Basic media training and equipment will be provided to communities to enable them to create their own content for submission to established media delivery avenues.	Two rounds of training and equipment to communities					

Community Engagement / Justice

Package of support	Summary description	Nov	Dec	Jan	Feb	Mar	Apr
 £150,000 X3	Informal justice and dispute resolution training and advisory to the community, established justice actors and the police, will provide immediate improvements to community experiences with justice. Training and support will increasingly be delivered inside Syria.	▶		▶	
 £50,000 X1	Building on existing work undertaken during ICSP, this package of support will focus on women's experience of justice and how to enhance security and justice actors understanding and acceptance of women's rights and particular needs from a justice system in Syria.	————▶▶				

Justice

Package of support	Summary description	Nov	Dec	Jan	Feb	Mar	Apr
 £100,000 X2	Capacity building and technical training and advisory support to formal justice actors and potential future justice institutions in Syria will be supported by a comprehensive package of support delivered throughout AJACS as appropriate.						————▶
 £50,000 X1	Technical assistance and mentoring provided by senior advisers to the Interim Government Ministry of Justice; areas of assistance to include leadership and strategy, human resources, payroll, budgeting and finance management, policy and public administration.					▶
 £100,000 X1	Prisons are integral components of the security and justice system inside opposition-controlled Syria and yet have been neglected as a focus of human rights and operational support. Training, advisory and technical oversight support will be provided in Syria. Community/family visiting and oversight services will be provided.			————▶▶		
 £100,000 X2	Building on existing work undertaken during ICSP, the focus will be on building the capacity and effectiveness of documentation centres as providers of dispute resolution services in addition to their documentation role. Basic equipment and training will be provided.		————▶		————▶		
 £50,000 X1	Technical ICT and knowledge management assistance provided to documentation centres and other nascent justice institutions operating inside Syria, to ensure information is shared and managed appropriately for future retrieval and to enable simplified reporting.					▶

Packages of support crossing all component areas

Package of support	Summary description	Nov	Dec	Jan	Feb	Mar	Apr
 £150,000 X3	Immediate preparation of a sustainable, systematic delivery system for in-Syria and out-of-Syria training. Building on the existing consortium training platform this will enable consistent delivery, online self-learning and student results monitoring and oversight.		————▶▶			



<p>MOBILE (FIELD) TRAINING TEAMS</p> <p>£200,000 X4</p>	<p>In-Syria mobile field training teams are already in place and will continue to implement training for communities, police and other security and justice actors throughout AJACS, via a “train the trainer” approach and applying existing ICSP experience.</p>	<p>Ongoing, Nov14 – Apr15</p>
<p>OMBUDSMAN OVERSIGHT OF SECURITY AND JUSTICE ACTORS</p> <p>£100,000 X3</p>	<p>Implementing an ombudsman project will require focused support and training of an appropriate office, with integrated dialogue between the Interim Government and relevant community, police, armed groups and justice stakeholders.</p>	<p>Support from point when appropriate</p>
<p>IN-SYRIA QUANT & QUAL LIVE MONITORING</p> <p>£350,000 X7</p>	<p>AJACS will benefit from an in-Syria quantitative and qualitative live monitoring network of ICSP-trained enumerators. Results will feed into ongoing live results reporting to the Secretariat and will enable routine scale-up and down decisions to be made.</p>	<p>Three research rounds, plus live monitoring</p>
<p>CONFLICT-ANALYSIS AND PEA WITH LIVE UPDATES</p> <p>£100,000 X2</p>	<p>Preparation of an effective conflict assessment and political economy analysis (PEA) that is routinely updated, applying the Resilient Peace® methodology is critical to ensure appropriate programme decisions are made with regard to the changing context in Syria.</p>	<p>Upfront preparation with routine updates</p>
<p>SOCIAL NETWORK ANALYSIS AND MAPPING DIAGNOSTICS</p> <p>£150,000 X2</p>	<p>Social Network Analysis (SNA) empowered through online access mapping diagnostic capability will enable the project to map routine adjustments in where the entry points are within the beneficiary network to achieve optimised AJACS outcomes.</p>	<p>Upfront preparation with routine updates</p>

