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Conflict, Stability and Security Fund (CSSF):

Syria Peace Building

STATEMENT OF REQUIREMENT

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1   Introduction

Her Majesty's Government (HMG) seeks to support greater peace and stability in Syria. It aims to help create the conditions in which a future peace agreement can be better implemented, to lay the foundations for sustainable peace, and to address the deepening divisions within Syrian communities thereby reducing the reach of extremist groups such as Da'esh and Hayat Tahrir al-Sham.

HMG is therefore tendering a project to support locally-led peace-building activity in Syria to help bridge some of the divides that have developed and been made deeper through the years of the current conflict. The project seeks to promote an inclusive approach to peace-building and contribute to building a foundation for greater gender equality. Both are vital for lasting peace and equitable reconstruction and development in future years.

2   Objective and Expected Areas of Focus

Overall Objective:

The overall objective of this project is to support a more stable, inclusive, and unified Syria at multiple levels through locally-led peace building activity that contributes to countering violent extremism.   It seeks to do this

through:

(i)   strengthening grassroots Syrian civil society capacity for peacebuilding and dialogue;

(ii)   the implementation of local peacebuilding activities;

(iii)   supporting cross-Syria civil society networks that bring together civil society leaders and local peacebuilders;

(iv)   developing stronger links between civil society peacebuilders higher-level political dialogue and peace talks (formal and informal) and by ensuring a broad base of voices are included within the peace process, including those of women.

3   Principles of implementation

The following key principles will guide JSSP's design and implementation:

- **Coherence:** to provide a capability that can be operationalised through project outputs, dependencies should be identified and addressed.
- **Coordination:** active coordination with other donors and organisations working in this domain.
- **Flexibility:** to ensure support is provided in a way that allows for some variation, HMG may ask the Supplier to suspend or cancel certain activities, and ramp up or scale down others, depending upon a range of factors.
- **Quality:** to impart high quality enduring skills. This should include the testing and demonstration of the attainment of the skills and the integration of equipment (as required).
- **Strategic Direction:** to ensure that project delivery addresses the need for senior stakeholder engagement and provides for strategic adaption over the lifetime of the project.
- **Sustainability:** to ensure that all aspects of sustainability are addressed as far as possible within and beyond the lifetime of the project.
- **Risk Management:** to account for the full range of risks facing the project and provide mitigation measures.
- **Values:** to deliver a project that takes into account international humanitarian law, human rights, gender sensitivity (see annexed guidance) and conflict sensitivity (see annexed guidance).
- **Value for Money:** to ensure that value for money is delivered for HMG across all aspects of the project (see annexed guidance).

4   Scope / Requirements

Activities / Components

The project has three main components.

The first component is providing support and capacity-building to local-level bridge-building. The programme will seek to identify and support local civil society groups and activists engaging in community-level peacebuilding between and within communities through activities tailored to the local needs and situation. This will support activities aiming to facilitate dialogue, alleviate tensions, overcome divisions and build mutual trust between and within communities.

Activities could include, but are not limited to:

- Mentor civil society actors and organisations, through peer to peer support and/or remote mentoring. Including female actors within civil society and women's civil society organisations specifically.
- Building the skills of local organisations to facilitate dialogue, resolve conflict and build trust between communities
- Providing local leaders with peacebuilding skills
- Public awareness-raising to counter negative stereotypes of other communities
- The introduction of peacebuilding elements (such as facilitating dialogue) to existing activities
- The creation of joint activities that bring communities together
- Enabling women from a cross-section of society to participate meaningfully in local level discussions and decisions

The second component is to support Syria-wide bridge building through networks of civil society leaders and organisations within and between different regions of Syria. The role of such networks could include, but is not limited to:

- Functioning as a source of peace building expertise, sharing of lessons and good practice, and identification of priority areas for future activity
- Building connections across conflict lines and divisions through civil society organisations and leaders themselves, including a broad-base of representation and participation that enables a diversity of women to participate and a range of minority groups to participate.
- Enabling collective action between community peacebuilders in different locations on shared problems, which could include (but are not limited to) tensions between opposition armed groups; tensions between host and IDP communities; tensions between Kurdish and Arab communities.
- Connecting communities across divides via the leadership of local civil society members
- Designing and conducting collective advocacy and awareness to support peacebuilding
- The creation of a building block for future, wider-scale and inclusive post-conflict reconciliation, including acting as a space for the planning of future national dialogue.

Supporting coordination between existing civil society networks is encouraged as part of the programme. This should strengthen the overall collaboration between civil society organisations in Syria, maximise the benefits of collective activity such as resource and activity alignment and reduce competition between civil society organisations. The programme could provide support to civil society networks on the basis of identified needs including, but not limited to, convening and facilitating meetings, providing introductions to new groups, providing capacity building and technical support, and small grants for joint activities.

The third component, closely related to the second, is supporting stronger connections between the formal political process; 'track two' informal dialogues and local level civil society peacebuilding activity. In particular, we envisage cross-Syria civil society network(s) able to understand the diversity of views and priorities of Syrians inside the country and reflect them at the level of the formal peace talks. This includes the ability to communicate and represent views of a diverse range of ethnic groups and the differing views and voices of women across Syria. We also envisage that network(s) being able to contribute to an increased knowledge and understanding of the political process at the level of local communities.

Flexibility in terms of change or modification of activities is required from the implementer, given the rapidly

changing context in Syria. The activities might be amended or modified after consultation with the implementer depending on the updates and context evolvement. The implementer must be willing to consider partnerships with additional Syrian organisations in discussion with HMG and a willingness to align with HMG's 'integrated programme approach' to coordinating programmes.

Research analysis

The implementer will need to conduct research and analysis (including sectarian divides and gender-sensitive social analysis) to support the selection of specific locations for activity, to understand local conflict dynamics and to effectively coordinate activity with other work of this kind already underway. Bids should demonstrate mapping of existing community-level peacebuilding activity in Syria, and a good understanding of the dynamics of the Syrian conflict at national and local levels.

Monitoring

HMG cannot undertake its own monitoring of the project inside Syria. The implementer is therefore required to undertake robust monitoring of the delivery of the project. We expect responses to this TOR to include a robust monitoring plan. The implementer is also required to provide an indicative results framework (such as a logical framework) and draft theory of change. The plan, results framework and theory of change will be finalised and then signed off by HMG in the inception phase.

The project theory of change will show links between proposed project activities, outputs, outcomes and impact that the project is sought to achieve: supporting a stable, inclusive, and unified Syria through strengthening grassroots Syrian civil society capacities, supporting cross-Syria civil society networks, and developing stronger links between the different tracks.

The results framework will give indicative indicators for project outputs, outcomes and impact and indicative results and key progress milestones. Indicators related to CVE/CT mainstreaming must be included, in addition to gender and age disaggregated data. The monitoring plan will, amongst other things, describe the data that will be collected in order to demonstrate progress and results, and the system that will be in place to collect it. The plan must also describe processes for consulting with and involving beneficiaries/communities, and give indicative project outputs, outcomes and impacts. The implementer should also demonstrate the proposed methods of verification and monitoring of each activity / output and milestone.

HMG has in place a separate independent third party monitoring contract. HMG may call on services under this contract to support the monitoring of the project. This will be complimentary to, not a substitute for, robust monitoring by the implementer.

Gender equality and social inclusion

The programme will support gender equality and women's empowerment and bids should reflect this. The evidence tells us that women are part of the solution to conflict and are vital in enabling lasting stability. They are also key to countering violent extremism. Where women are enabled to participate meaningfully in peace processes the probability of violence ending within a year increases dramatically and makes peace agreements much more likely to last over 15 years. Similarly, ensuring that gendered-issues, gender equality and women's participation are included in the peace process lays a vital foundation for a more equitable and inclusive society in the future.

This programme will contribute to building i) the capacity of women and women's civil society organisations to

participate fully in all levels of the peace processes, ii) ensuring that women's voices from the grassroots level contribute to the national-level discussions in tracks 1 and 2, and iii) ensuring that women at the local level are aware of and understand the political discussions and peace process that are taking place at the national level, enabling them to participate at the local level.

The project will adopt an inclusive approach to civil society engagement across its activities. This includes ensuring that minorities groups are represented. The project will ensure that the growing numbers of those living with disability in Syria are also able to participate fully.

Conflict sensitivity

Bids should demonstrate a conflict sensitive approach. Any intervention in a conflict-affected country will have an impact on the dynamics of the conflict at a variety of levels, both positive and negative. As a peacebuilding intervention, this programme will be focused on identifying and maximising the positive effects it has on the conflict context. However, we also expect to see a robust approach to ensuring that inadvertent negative effects are anticipated, monitored and mitigated. This will require effective conflict analysis, and a good understanding of the interactions between the intervention and the conflict context, including through activity design, beneficiary and partner selection, recruitment, M&E processes, and resource transfers.

Countering violent extremism

Bids should demonstrate how activity will be sensitive to supporting countering violent extremism. Peacebuilding programmes can work with ambiguity where CVE labelled projects can't. They build resilience to prevent violence and can create safe spaces to discuss sensitive issues such as extremism. Through peacebuilding programmes and support to CSOs we can develop effective programmes to increase community awareness of extremism. They can also help equip civil society with skills to build resilience through trauma healing and tolerance education. Peacebuilding has privileged access and insight into the dynamics and factors that contribute to extremism. The project is therefore a valuable tool in helping HMG address extremism in Syria. While directly contributing to CVE it will inform our understanding of the drivers of extremism and enable further tailored interventions particularly in key areas such as Idlib.

Civil society partners

Proposals should also include a methodology for how the project will determine which CSOs and which CSO network the implementer is looking to partner with, and how their progress over the course of the project will be monitored.

Demonstrated Capacity and Expertise

Applicants will be expected to manage this programming from Lebanon and/or Turkey, and to be in sound legal standing with country authorities at the time of application, and to ensure this legal standing remains valid with respect to any activities undertaken as a part of the cooperative agreement, or of any sub-contract made under its auspices.

We require an implementing organisation / consortium that:
- Has existing good relationships with major Syrian civil society organisations engaged in peacebuilding, ideally including relationships with existing regional and national networks. The organisation/consortium should also have the ability to engage a wider network of smaller, lower-profile organisations over the course of the programme.
- Has strong Syrian voices shaping the leadership and design of the intervention. This could include Syrian

civil society organisations or networks acting as consortium members, rather than simply downstream grantees.

- Has expertise and a track record of delivering local community-level peacebuilding activity in Syria
- Has substantial technical expertise in peacebuilding and conflict resolution theory and practice, drawing on a range of relevant contexts.
- Has a track record of implementing programmes successfully in opposition areas of Syria, preferably including Idlib province
- Is able to conduct future work in regime areas of Syria
- Is able to convene meetings, outside the country, of Syrians from diverse parts of Syria, including opposition and regime areas, sensitive to the challenges of doing this and to the UK government as a source of funding for the activity.
- Is able to produce analytical research on conflict and security dynamics in Syria, and to manage a monitoring and evaluation programme

Geographical Focus of component one (community level peacebuilding)

Component one (community level peacebuilding) required a defined geographical focus, unlike components two and three. The priority areas for component one activity are listed here:

(1a)   North-western opposition-held territory, most importantly Idlib province

(1b)   North / Northeastern Syria

(2a)   Additional areas outside regime control, particularly those hosting large numbers of IDPs

(2b)   Previously besieged areas now re-taken by the regime, including around Damascus city

(2c)   Other regime-held areas

In addition, an ability to engage quickly in future work in Raqqa province (including Raqqa city) after the liberation of further territory from Da'esh, including focusing on Kurdish – Arab relations.

We require programme designs to incorporate from the outset (1a), preferably as well as (1b). Given the sensitivities, we would like to see activity in (2a), (2b) and (2c) in close consultation with HMG. As such, bids should demonstrate plans and evidence of ability to initiate activity in these locations (2(a), 2(b) and 2(c)) relatively quickly, but we do not require fully-designed activity for these areas at the proposal stage.

Activity - particularly in Idlib province - should align with the broader goal of strengthening the position of moderate actors, building community resilience to extremism. Activity focused on areas hosting large numbers of IDPs should aim to build bridges between the host population and IDPs for collective benefit. Activity in north-eastern Syria should seek to address Kurdish-Arab tensions.

Beyond this the nature of the divisions that the activity should seek to bridge is not specified as it will vary significantly by geography and local dynamics but should reflect the overall aims of reducing tensions and improving local relations for the benefit of all the communities involved.

Component one will be implemented inside Syria, and could be run from neighbouring areas (Jordan, Lebanon, Turkey and Iraq). The majority of the activities should be implemented inside Syria – excluding networking

sessions and meetings with Syrian CSOs.

Mechanisms for programme delivery

Building long-term Syrian peacebuilding capacity is an important objective of the programme. We therefore expect to see a significant proportion of funding dedicated to developing the skills and capacity of Syrian organisations, ideally channelling funds directly so such organisations as implementing consortium members and/or local implementing partners. Such support - complemented by capacity building and external expertise - will facilitate the delivery of local peacebuilding interventions.

Potential tools for delivery of the programme include:

- Training and capacity building of CSOs
- Remote mentoring and peer-to-peer support of CSOs and CSO actors
- Provision of small grants and/or stipends to support local community peacebuilding
- Conferences and seminars
- Engagement of external experts

Programme funds should not be used to fund interventions beyond core peacebuilding activity. For example, although small concrete projects to facilitate local engagement are appropriate, this project will not fund wider service delivery or governance interventions. It may be appropriate, however, for local partners to build peacebuilding components into existing service delivery programmes (e.g. to add a mediation component to existing support to local councils).

5   Budget and Supplier Contracting Information

- Budget Proposals from single implementers or consortia are welcome; however the prime implementer must be on the CSSF procurement framework.
- The successful supplier will need to be flexible in the delivery of services. The contract will be constructed on a time and materials basis, which allows for changes to be made, with the agreement of both parties, during the period of implementation.
- The direct recipient of the grant can be a multinational, not-for-profit, private sector Company, or a consortium of different organizations. Consortium bids would be welcome and the presence of Syrian organisations within the consortia is encouraged.

6   Anticipated Timeframe

The initial contract will be for 8 months, beginning early August 2017. The requirement may (may) be extended by 2 x 12 months at the Authority's sole discretion. For financial year 2017/18 (ie July 2017 until March 2018) the maximum budget is £1.4m. Budgets for future financial years will be confirmed prior to the beginning of the financial year but are anticipated at £2m per financial year (2018/19 and 2019/20 respectively).

Future year extensions will be subject to available funding, evolving context, and supplier performance. The initial contract will run until March 31, 2018. The implementation of the project is expected to start beginning of August 2017 with a one-month preparatory / inception phase period

The Authority reserves the right to terminate any multi-year agreement at the end of each United Kingdom financial year if:

1. The supplier's performance is not deemed satisfactory;

2. The intervention is considered not to be meeting current HMG objectives; or,

3. The funds available to the Syria/MENA CSSF programme are no longer sufficient to continue financing the project.

Funding and Budgeting: The total amount of a bid should not exceed £5.4 million for the lifetime of the project. For financial year 2017/2018 (ie from July 2017 until March 2018) the maximum budget is £1.4m. The budgets for the consecutive years of this project will be confirmed before the beginning of the next financial year but is anticipated as £2m.

7   Deliverables

Within the parameters and priorities set out here, implementing partners are invited to propose activities based on their own analysis and experience in peace building work, especially in Syria. It should include deliverables related to foster peace building and dialogue on the local level, tailored as per the specifics of each geographical area where the activities will be implemented.

An activity based budget is required along with the proposal and a budget narrative detailing the expenses to be charged under the different budget lines.

Even though the funding is secured for the financial year 2017/2018, the project is multiyear so the proposal should outline activities and deliverables over the course of three years.

8   Coordination

Coordination meetings between the implementer and HMG staff (political officer, project manager / officer, etc.) will be conducted on a regular basis to follow up on the implementation of the project and monitoring the project and evaluating its results.

9   Duty of Care

The Supplier is responsible for the safety and well-being of their personnel and third parties affected by their activities under this Call-Down contract, including appropriate security arrangements (beyond those stipulated under fixed project delivery factors above). HMG will share available information with the Supplier on security status and developments in-country where appropriate.

The Supplier is responsible for ensuring appropriate safety and security briefings for all of their personnel working under this contract. Travel advice is also available on the FCO website and the Supplier must ensure they (and their personnel) are up to date with the latest position.

The Supplier is responsible for ensuring that appropriate arrangements, processes, and procedures are in place for their personnel and third parties affected by their activities. The Supplier must ensure that their personnel receive the required level of safety related training prior to deployment.

Tenderers must develop their proposal on the basis of being fully responsible for the duty of care in line with the details provided above. They must confirm in the tender that:

- They fully accept responsibility for security and duty of care.
- They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
- They have the capability to manage their duty of care responsibilities throughout the life of the contract.

Acceptance of responsibility must be supported with evidence of capability. In providing evidence proposals should consider the following questions:

a) Have you completed an initial assessment of the potential risks that demonstrates your knowledge and understanding, and are you satisfied that you understand the risk management implications?
b) Have you prepared an outline plan that you consider appropriate to manage these risks at this stage (or will you do so if you are awarded the contract)?
c) Have you ensured or will you ensure that your staffs are appropriately trained before they are deployed and will you ensure that ongoing training is provided where necessary?
d) Have you or will you put in place an appropriate mechanism to monitor risk on a live/ongoing basis?
e) Have you or will you ensure that your staff are provided with and have access to suitable equipment and will you ensure that this reviewed on an ongoing basis?
f) Have you appropriate systems to manage all aspects of an emergency/incident if one arises?

10 Reporting

Financial and narrative reporting is requested from the implementer on a quarterly basis outlining the achievements and challenges faced during the implementation period; in addition to a financial report showing the expenditures under each budget line against the initial provisioned budget during the period reported on.

A monthly expenditures tracking report is required as well, with forecast for the coming two months ahead, along with a narrative monthly report describing the activities that took place during the period reported. The implementer is requested to send along with the monthly financial and narrative reports an invoice of the expenses, as the payment throughout the project period is monthly in arrears.

11 Dissemination of Information

Suppliers will need to provide for a high level of information security during the tender, award, and implementation of this project. Providers are not to disseminate any information related to this project to any third party, except with explicit agreement of HMG.