

Syria CSSF: Support to Moderate Armed Opposition (MAO) Programme

MAO Border Force Capability Project (B-FOR)

STATEMENT OF REQUIREMENTS

1. Introduction and background

In Syria, Her Majesty's Government seeks to foster a negotiated political transition, support moderate structures and groups in opposition held areas of Syria, counter violent extremism and prevent the establishment of a terrorist safe-haven. In support of these ends the aim of the MAO Programme is to help generate pressure on the Assad regime and on extremists, in the south the country.

This Programme, as with others, is premised on the idea that such a political transition requires the involvement of an empowered Opposition on the ground. The intended impact of the Programme is a Moderate Armed Opposition in the south of Syria that is a more effective and integrated actor, contributing to the provision of better governance and service delivery in their areas of control. This Programme contributes both to immediate stabilisation in southern Syria and delivers structures and capabilities that are resilient on the ground to future scenarios, including a political transition.

Specifically, If MAO border groups are better able to secure and maintain control of specific Areas of Responsibility across liberated near-border communities along Syria's southern border with Jordan, through the effective exploitation of relevant tactics, operations, equipment, infrastructure, and if they are better able to react to changing tactical situations in order to better protect near border communities, then the MAO will demonstrate its tangible value to the local and international community as an effective security actor on the ground.

If the MAO in the south of Syria is a more credible and effective security actor on the ground then it will create the space and conditions for better security and governance outcomes, thereby demonstrating the positive and tangible benefits available to residents of MAO controlled territory. This will reinforce perceptions that there is a credible and effective moderate opposition able to provide support for an alternative pathway to political transition.

2. Project Outcome, and Outputs

a. Outcome

The overall outcome of B-FOR:

The MAO groups in the border areas¹ of southern Syria are better able to control their AOR through the effective use of relevant tactics, operations, equipment, infrastructure, and ability to react to a changing tactical situation.

b. Outputs

The outcome will be achieved through:

The delivery of a tailored package of training, equipment, and other forms of support that will provide coherent modularised capability/ies for the southern MAO border groups. The project should provide direct train and equip assistance for up to six hundred (600) MAO personnel per twelve month period.

3. Approach and principles of implementation

a. Approach

Proposals should set out a project design that uplifts the capability of the southern MAO and in particular aim to strengthen areas of priority need for the MAO and address areas where most value can be added, based on rigorous and comprehensive problem analysis and evidence. It should aim to impart high quality enduring skills, relevant sufficient equipment to operationalise the proposed capability/ies, and provide for the sustainability of the capability.

b. Key Principles

The following key principles will guide B-FOR's implementation and should be accounted for in Proposals:

- **Flexibility:** to ensure support is provided in a way that allows for the variation in trainee capacity, the slippage of planned activities (e.g. trainee availability is dependent on a number of factors that often cause delays), variation in conflict context across space and time. HMG may ask the Supplier to suspend or cancel certain activities, and ramp up or scale down others, depending upon a range of factors.

¹ Border areas here, refers principally to international borders under MAO control but can also include areas bordering MAO control under the control of another entity or under no control, but this does not include active front lines in the conflict. The current priority area for HMG is the Jordan-Syria border under MAO control.

- **Relevance:** to account for the evolving conflict and security context of the southern Syria theatre, critical needs and gaps facing the MAO, areas where value can be added, and the extant structure and capability of southern MAO groups.
- **Quality:** to impart high quality enduring skills and provide sufficient relevant equipment. This should include the testing and demonstration of the attainment of the skills and the integration of equipment.
- **Coherence:** to provide a capability that can be operationalised through project outputs, dependencies should be identified and addressed.
- **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:** to account for the full range of risks facing the project and provides mitigation measures.
- **Values:** to deliver a project that takes into account international humanitarian law, medical ethics, conflict sensitivity, and HMG's policy toward gender.
- **Value for Money:** to ensure that value for money is delivered for HMG across all aspects of the project.

4. Fixed Project Delivery Factors

There are a number of constant external factors that Proposals should take into account:

- **Training Site:** a dedicated training site is provided for the delivery of project activities in a Near East country at no cost to the project (unless stipulated below). This includes accommodation, ablution, dining, classrooms, driving track, outside rural environment areas, and open space for equipment storage solutions. Unless stipulated above, training materials are not provided.
- **Training Costs:** Proposals should budget for a fixed cost of \$70 per student per day for accommodation and food (three meals) and \$25 for trainer lunch. These costs are subject to 16% local tax. Proposals should account for the fact that trainees will not have any personal possessions (including spare clothing, toiletries) while at the training site.
- **Security:** Security (perimeter, access, internal) is provided for at the site. Expatriate project staff are able to access the site in coordination with the security force; host country nationals are restricted from accessing the site.
- **Beneficiary Selection and Vetting:** Proposals do not need to provide for a mechanism to identify, select, and vet beneficiaries. This is provided for through an extant mechanism.
- **Trainee Logistics:** Proposals do not need to provide for the movement of trainees to and from the site. Four weeks is the maximum continuous period of time that trainees can

be accommodated on site. One hundred (100) is the maximum number of trainees that can be accommodated on site at one time.

5. Period of Performance

The project will cover a period until 31 March 2019 with a clause for a breakpoint at the end of each financial year to allow HMG to manage the availability of funds on an annual basis. Project implementation, including the provision of training and material support, will commence on 01 August 2016.

6. Monitoring and Evaluation:

Proposals should provide for the in-country monitoring and evaluation (M&E) on the impact of this project to include but not be limited to verifying the delivery and use of assistance to recipients and assessing the outcomes and impact of the B-FOR capability.

HMG and the selected Supplier will finalise the details of the Supplier's M&E plan, including specific metrics and indicators, within two weeks of contract signature. The M&E worksheet may undergo minor alterations during the performance period and the format may be changed to respond to findings.

M&E findings and analysis should regularly feed into program design and implementation. The implementer will cooperate with any independent M&E reviews which are carried out at various stages of the program.

7. 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 proving evidence proposals should consider the following questions:

- 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?
- 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)?
- Have you ensured or will you ensure that your staff are appropriately trained before they are deployed and will you ensure that ongoing training is provided where necessary?
- Have you or will you put in place an appropriate mechanism to monitor risk on a live/ongoing basis?
- 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?
- Have you appropriate systems to manage all aspects of an emergency/incident if one arises?

8. 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.

9. Personnel

Proposals should set out in as much detail as possible the size, structure, and deployment modalities of the team of personnel that will deliver B-FOR. Proposals should include detailed individual professional information (e.g. CVs) for personnel that will deliver B-FOR only if the Supplier has a high degree of confidence that the personnel in question will be

employed in the delivery of B-FOR. Suppliers are welcome to provide supporting evidence of their degree of confidence in this regard.

10. Format

There is no set format nor length restriction for proposals to follow for this tender, aside from the template and guidance for proposal budgets. Proposals should address the contents of this Statement of Requirement with as full a description as possible. The successful Supplier will be required to reflect the detail of their proposal in CSSF project templates. This may require additional information.