



First in a series of upcoming publications that will expose interference of Her Majesty's Government in internal affairs of various countries around the world.

See our Taming Syria investigation Overview Infographics here: <https://freenet.space/read-blog/328> (./read-blog/328)

Greetings! We are Anonymous.

Citizens of the United Kingdom! This message is for you. Back in 2018 we exposed Integrity Initiative, a criminal network of influencers working across entire Europe under the guidance from the Foreign and Commonwealth Office. Yet, Her Majesty's Government failed to draw any conclusions. Law-abiding British taxpayers continue to sponsor dozens of military crimes committed all over the world and veiled by the government's lies. Today we release the result of teamwork of the Anonymous legion from all corners of the world. We have all got united in an effort to show that the FCO and HMG special services are not simply rats' nests but truly criminal organisations while the government officials who sanction their work are accomplices.

Only small particles of information about covert operations of British intelligence in Syria have leaked into the Media until today. Well, here and now we reveal a detailed map of their presence in that country since 2011. We have everything: from criminal programmes and tenders to bidders' complete proposals.

SYRIA CSSF: SUPPORT TO MODERATE ARMED OPPOSITION (MAO) PROGRAMME

MAO BORDER FORCE CAPABILITY PROJECT (B-FOR)

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

Project implementation, including the provision of training and material support, commenced on 01 August 2016. The project covered 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.

Files with FCO Requirements:

1. 02a Attachment 2a-MAO B-FOR_SORs. <https://www.pdf-archive.com/2020/09/04/02a-attachment-2a-mao-b-forsors/02a-attachment-2a-mao-b-forsors.pdf> (<https://www.pdf-archive.com/2020/09/04/02a-attachment-2a-mao-b-forsors/02a-attachment-2a-mao-b-forsors.pdf>)
2. 04a Attachment 4a Pricing Model-MAO B-FOR. <https://www.pdf-archive.com/2020/09/04/04a-attachment-4a-pricing-model-mao-b-for/04a-attachment-4a-pricing-model-mao-b-for.pdf> (<https://www.pdf-archive.com/2020/09/04/04a-attachment-4a-pricing-model-mao-b-for/04a-attachment-4a-pricing-model-mao-b-for.pdf>)
3. 05 Attachment 5 FCO Non Disclosure Agreement. <https://www.pdf-archive.com/2020/09/04/05-attachment-5-fco-non-disclosure-agreement/05-attachment-5-fco-non-disclosure-agreement.pdf> (<https://www.pdf-archive.com/2020/09/04/05-attachment-5-fco-non-disclosure-agreement/05-attachment-5-fco-non-disclosure-agreement.pdf>)

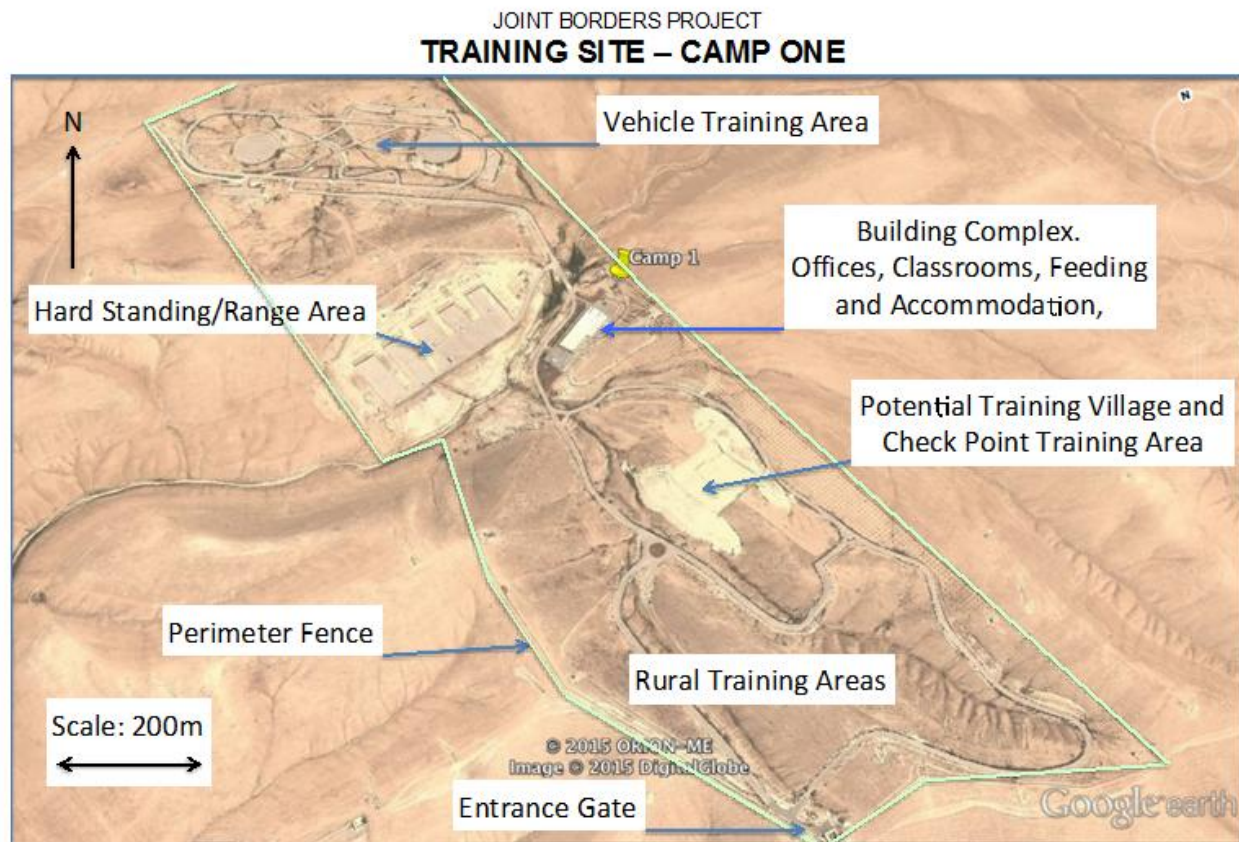
Bidders:

Adam Smith International (ASI)

ASI files:

1. ASI Ownership Structure. <https://www.pdf-archive.com/2020/09/04/asi-ownership-structure/asi-ownership-structure.pdf> (<https://www.pdf-archive.com/2020/09/04/asi-ownership-structure/asi-ownership-structure.pdf>)
2. 05 Attachment 5 FCO Non Disclosure Agreement. <https://www.pdf-archive.com/2020/09/04/05-attachment-5-fco-non-disclosure-agreement-1/05-attachment-5-fco-non-disclosure-agreement.pdf> (<https://www.pdf-archive.com/2020/09/04/05-attachment-5-fco-non-disclosure-agreement-1/05-attachment-5-fco-non-disclosure-agreement.pdf>)

3. Commercial Pricing Model_BFOR. <https://www.pdf-archive.com/2020/09/04/commercial-pricing-modelbfor/commercial-pricing-modelbfor.pdf> (<https://www.pdf-archive.com/2020/09/04/commercial-pricing-modelbfor/commercial-pricing-modelbfor.pdf>)
4. Duty of Care: Duty of Care - FINAL <https://www.pdf-archive.com/2020/09/04/duty-of-care---final-/duty-of-care---final-.pdf> (<https://www.pdf-archive.com/2020/09/04/duty-of-care---final-/duty-of-care---final-.pdf>)
5. Training Site Map (Jordan). <https://www.pdf-archive.com/2020/09/04/training-site-map/training-site-map.pdf> (<https://www.pdf-archive.com/2020/09/04/training-site-map/training-site-map.pdf>)



6. Complete proposal.
20160610.CSSF.Support.to.moderate.armed.opposition.ADAMSMITHINTERNATIONA...
<https://www.pdf-archive.com/2020/09/04/untitled-pdf-document/untitled-pdf-document.pdf>
(<https://www.pdf-archive.com/2020/09/04/untitled-pdf-document/untitled-pdf-document.pdf>)

Opposition fighters were receiving small arms, ATGMs, artillery, ammunition etc.

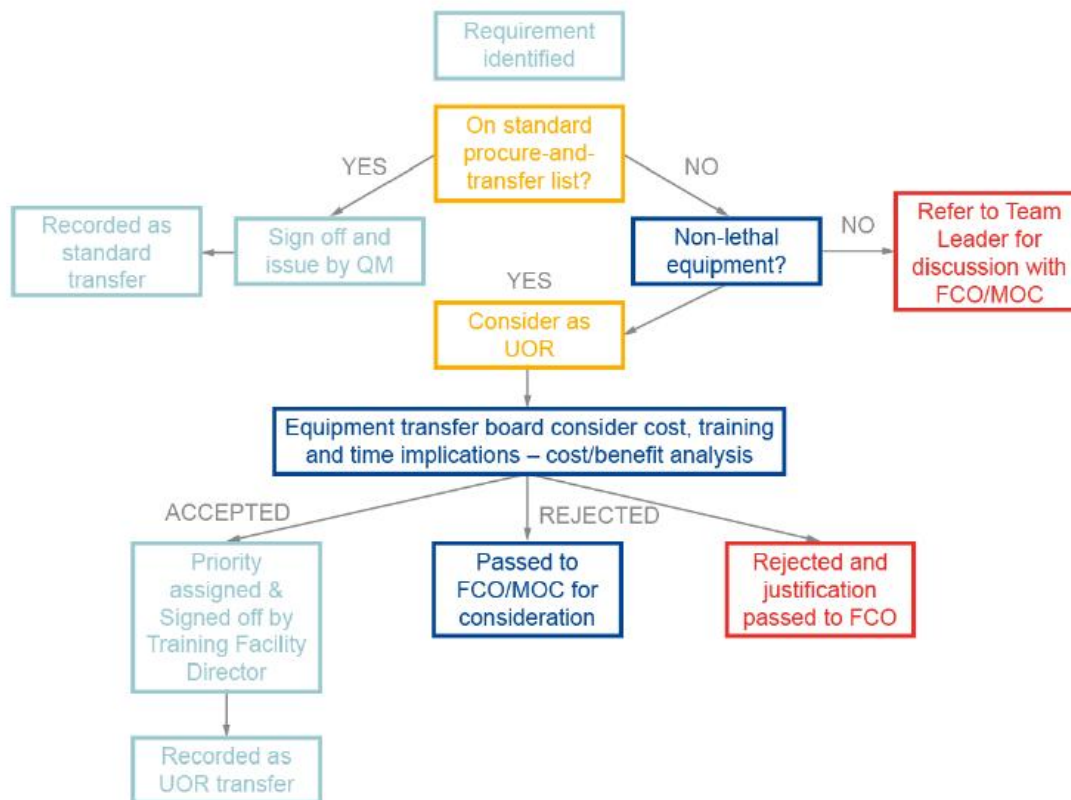
Equipping programme

Since it was established in early 2014, the Southern Front factions have been given various types of support from the MOC. Primarily, the MOC has provided military support, which includes small arms, artillery, anti-tank guided missiles (ATGMs), ammunition, vehicles, communications equipment, and uniforms. The MOC also provides salaries to some faction commanders and fighters. It is highly likely that groups attending the training facility will have benefitted from different levels of MOC equipment provision, thus our equipment strategy is designed to take account of this and adapt to take into account equipment that have already been provided

Adam Smith International CSSF: Support to Moderate Armed Opposition 25

Adam Smith
International




Procurement of lethal equipment was discussed with FCO/MOC:



Procurement system

ASI Consortium.

Our project team will consist of staff from five companies: ASI, Pilgrims Group, KBR, Oakas and GlenGulf. The following table provides detail of the roles of each company:

Consortium Member	Areas of strength	Role on project
Adam Smith International	Designing and delivering complex solutions within conflict environments; understanding of Syria; experience of working with HMG on Syria	Strategic stakeholder engagement, project management, project leadership positions, conflict research and analysis and monitoring and evaluation functions
 PILGRIMS SECURING YOUR FUTURE	Training and capacity building of individuals and teams for whom combat engaged in combat. Pilgrims brings strong equipment procurement relationships with strategic partnerships with defence manufacturers, Thales and Harris.	Training delivery, initial military skills assessment, training programme design and jointly responsible (with KBR and ASI) for designing the equipment programme.
 KBR	Technology, engineering, procurement and construction services for government clients, including extensive experience with the military; strong ability to scale up with a global procurement system as well as provision of training to military units.	Responsible for manning the procurement and logistics functions. This will include a training facility Quartermaster, storemen and a liaison officer at the key port of entry for imported goods.
 OAKAS ORGANISATIONAL RESILIENCE	Training in crisis planning and management on behalf of government departments, particularly in the defence and security sectors.	Bespoke training for MAO command elements ('battle staffs') on decision making and planning and on how to tackle legal and ethical challenges.
GlenGulf	Human intelligence (HUMINT) training and capacity building.	Provision of training to officers and commanders on human intelligence gathering and management.

Team leader abridged CV: Chip Chapman - British Army Major General.

Name	Chip Chapman – Team Leader	Deployment	Jordan, full-time, associate
Qualifications	<ul style="list-style-type: none"> › 2011 - British Army Senior Officer Strategy Training › 2010 - British Army Combined/Joint Force Land Component Course › 2003 - Higher Command/Advanced Joint Command/Army Command Course › 1980 - University of Lancaster BA (Hons) History – 1st Class Honours 		
Country experience	Afghanistan, Iran, Syria, Jordan, Northern Ireland, Macedonia, UK		

Here is the archive with all the files relating to the project.

https://anonfiles.com/L4r098R7of/Complete_Support_to_MAO_BFOR_rar
(https://anonfiles.com/L4r098R7of/Complete_Support_to_MAO_BFOR_rar)

MAO MEDICAL CAPABILITY PROJECT (CASEVAC)

The aim was to provide MAO with a casualty evacuation capability and chain of care from point of injury to rear treatment facilities which was regularly identified as an assistance priority for the MAO in the south. The project provided direct train and equip assistance for up to two hundred (200) MAO personnel per twelve month period.

Project implementation, including the provision of training and material support, commenced on 01 August 2016. The project covered 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.

Files with FCO Requirements:

02b Attachment 2b-MAO CASEVAC_SORs <https://www.pdf-archive.com/2020/09/04/02b-attachment-2b-mao-casevacors/02b-attachment-2b-mao-casevacors.pdf> (<https://www.pdf-archive.com/2020/09/04/02b-attachment-2b-mao-casevacors/02b-attachment-2b-mao-casevacors.pdf>)

Bidders:**Torchlight****Torchlight files:**

1. ITT-567-1.2.5-Torchlight-Ownership Structure-140922 SL <https://www.pdf-archive.com/2020/09/04/itt-567-125-torchlight-ownership-structure-140922-sl/itt-567-125-torchlight-ownership-structure-140922-sl.pdf> (<https://www.pdf-archive.com/2020/09/04/itt-567-125-torchlight-ownership-structure-140922-sl/itt-567-125-torchlight-ownership-structure-140922-sl.pdf>)
2. Pricing model. 04b Attachment 4b Pricing Model-MAO CASEVAC 160610 <https://www.pdf-archive.com/2020/09/04/04b-attachment-4b-pricing-model-mao-casevac-160610/04b-attachment-4b-pricing-model-mao-casevac-160610.pdf> (<https://www.pdf-archive.com/2020/09/04/04b-attachment-4b-pricing-model-mao-casevac-160610/04b-attachment-4b-pricing-model-mao-casevac-160610.pdf>)
3. RAVENSBOURNE2-General Technical Document-160610 SL. <https://www.pdf-archive.com/2020/09/04/ravensbourne2-general--technical-document-160610-sl/ravensbourne2-general--technical-document-160610-sl.pdf> (<https://www.pdf-archive.com/2020/09/04/ravensbourne2-general--technical-document-160610-sl/ravensbourne2-general--technical-document-160610-sl.pdf>)

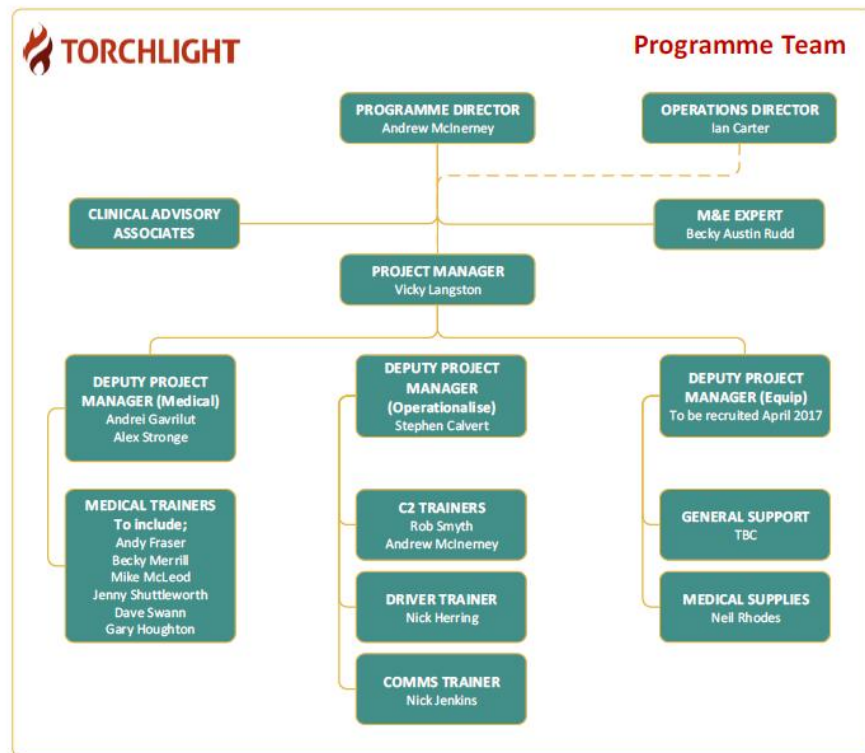
Indicative programme examples:**1.4. Additional Programme Examples**

The following table provides the Authority with further examples and assurances of Torchlight's project contract management procedures relevant to this ITT.

Contract	Description	Evidence
Contract # 29016 TCV: £7.5M	A 3 year HMG C2 Eqpt and Services programme based in the Levant. Involved the design, procurement and delivery of a large scale, multi-faceted C2 capability for partner forces.	These successful programmes (HMG ref avail upon request) have a common theme; they are complex, sensitive and dynamic, delivered in austere environments with multiple stakeholders. Our proven Client Liaison, Escalation and Monitoring and Reporting Procedures provide assurance that contract management will be efficient, timely and effective.
Contract # PO120258447 TCV: £3M	A 1 year HMG pilot Eqpt and Trg Project based in the Levant. Involved the design, procurement and dynamic delivery of a Medical programme to MAO.	
JAEGER CPG1707 TCV: £.9M	A 3 year HMG / EU Trg and Mentoring programme in S Asia (FCAS). Involved the design and implementation of a complex technical training and mentoring programme to partner nation.	

Table C – Additional Programme Examples

Programme team chart:



Here is the archive with all the files relating to the project.
https://anonfiles.com/P3ta91R3o1/Complete_Support_to_MAO_CASEVAC_rar
 (https://anonfiles.com/P3ta91R3o1/Complete_Support_to_MAO_CASEVAC_rar)

ACCESS TO JUSTICE AND COMMUNITY SECURITY (AJACS) IN SYRIA

The programme aimed to develop an alternate policing and security model in Syria. In the immediate term, it was supposed to enhance the legitimacy of, and support for, the moderate armed opposition. HMG implemented AJACS in collaboration with other governments, including Denmark, the Netherlands, the United States, and other donors. Applicants were expected to manage this programming from Turkey and/or Jordan.

Project implementation commenced in 2014 and was based on a 1yr + 1 yr basis.

Files with FCO Requirements:

1. 02 ITT_1223 Attachment 2 Statement of Requirement AJACS. <https://www.pdf-archive.com/2020/09/04/02-itt1223-attachment-2-statement-of-requirement-ajacs/02-itt1223-attachment-2-statement-of-requirement-ajacs.pdf> (https://www.pdf-archive.com/2020/09/04/02-itt1223-attachment-2-statement-of-requirement-ajacs/02-itt1223-attachment-2-statement-of-requirement-ajacs.pdf)
2. 04 ITT_1223 Attachment 4 8020 AJACS Pricing Model. <https://www.pdf-archive.com/2020/09/04/04-itt1223-attachment-4-8020-ajacs-pricing-model/04-itt1223-attachment-4-8020-ajacs-pricing-model.pdf> (https://www.pdf-archive.com/2020/09/04/04-itt1223-attachment-4-8020-ajacs-pricing-model/04-itt1223-attachment-4-8020-ajacs-pricing-model.pdf)

3. ATTACHMENT 4 - Statement of Requirements. <https://www.pdf-archive.com/2020/09/04/attachment-4---statement-of-requirements/attachment-4---statement-of-requirements.pdf> (<https://www.pdf-archive.com/2020/09/04/attachment-4---statement-of-requirements/attachment-4---statement-of-requirements.pdf>)

Bidders:

ARK F.Z.C.

ARK files:

1. 1.1.4 ARK CORPORATE OWNERSHIP CHART <https://www.pdf-archive.com/2020/09/04/114-ark-corporate-ownership-chart/114-ark-corporate-ownership-chart.pdf> (<https://www.pdf-archive.com/2020/09/04/114-ark-corporate-ownership-chart/114-ark-corporate-ownership-chart.pdf>)

Former British diplomat (i.e. military intelligence officer) Alistair Harris founded the company back in 2011. One of the company's directors was a British ex-soldier James Le Mesurier who later founded Syria's White Helmets volunteer group. He died a strange death after falling out of the window in Istanbul in 2019.

2. 1.4.5 ARK Insurance Cover <https://www.pdf-archive.com/2020/09/04/145-ark-insurance-cover/145-ark-insurance-cover.pdf> (<https://www.pdf-archive.com/2020/09/04/145-ark-insurance-cover/145-ark-insurance-cover.pdf>)

3. 1.6.3 2 Previous Awarded Contracts Details <https://www.pdf-archive.com/2020/09/04/163-2-previous-awarded-contracts-details/163-2-previous-awarded-contracts-details.pdf> (<https://www.pdf-archive.com/2020/09/04/163-2-previous-awarded-contracts-details/163-2-previous-awarded-contracts-details.pdf>)

4. 1.6.7 ARK HealthSafety_CSR_EqualityDiversity Policies <https://www.pdf-archive.com/2020/09/04/167-ark-healthsafetyscsrequalitydiversity-policies/167-ark-healthsafetyscsrequalitydiversity-policies.pdf> (<https://www.pdf-archive.com/2020/09/04/167-ark-healthsafetyscsrequalitydiversity-policies/167-ark-healthsafetyscsrequalitydiversity-policies.pdf>)

5. Staff Risk and Security Emergency Management. 2.1.2 [1] <https://www.pdf-archive.com/2020/09/04/212-1/212-1.pdf> (<https://www.pdf-archive.com/2020/09/04/212-1/212-1.pdf>)

Offices: ARK is currently operating in three provinces of Syria: Aleppo, Idlib and Latakia, with senior leadership located in Istanbul, Turkey. ARK will establish an AJACS Project Implementation Office in Gaziantep and a Project Oversight Office in Istanbul. These offices will be located in low-profile buildings in Turkey with security measures in place that are appropriate to the specific location and building. Finance staff and programme funds are securely placed in unexposed rooms.

6. Analysis of Current Conditions in Free Areas of Syria. 2.1.3 [2] <https://www.pdf-archive.com/2020/09/04/213-2/213-2.pdf> (<https://www.pdf-archive.com/2020/09/04/213-2/213-2.pdf>)

7. Managing other risks and contingencies. 2.1.4 [3] <https://www.pdf-archive.com/2020/09/04/214-3/214-3.pdf> (<https://www.pdf-archive.com/2020/09/04/214-3/214-3.pdf>)
8. Overall Approach and Methodology. 2.1.5 [4] <https://www.pdf-archive.com/2020/09/04/215-4/215-4.pdf> (<https://www.pdf-archive.com/2020/09/04/215-4/215-4.pdf>)

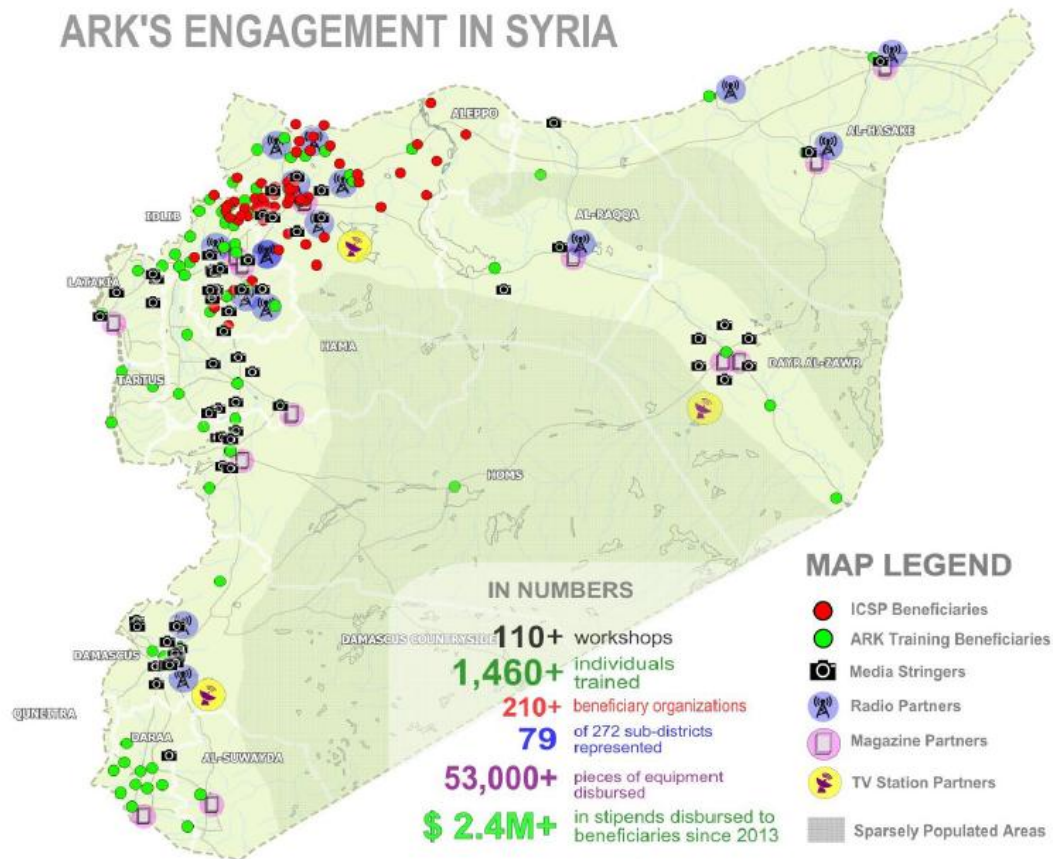
ARK's experience in fragile environments

ARK brings three years of direct experience delivering increasingly complex outputs in Syria. Having implemented over US\$66.6 million Syria-specific programming since 2012, ARK has an established track record of working with Syrian justice and security actors and is uniquely positioned to partner with the Danish, Dutch and UK governments and Syrian entities to deliver informed, integrated, and tailored approaches to building technical capacity, providing material support, and engaging key institutional and community stakeholders in an effort to improve access to security and justice, and enhance community cohesion.

After earlier work in Yemen, since 2012 ARK has worked exclusively on support to the Syrian opposition and has a proven track record in delivering highly effective, politically- and conflict-sensitive Syria programming for multiple government donors over the past three years. Equally, ARK is well known to security, justice and community actors, particularly in the liberated areas of northern Syria, having carried out multiple governance training courses and developed the ICSP, in addition to other, related work streams. ARK's experience and ongoing programming allow it to leverage a number of important synergies to support the success of the AJACS programme. These include

9. Continuation of Service and Implementation Timeline. 2.1.6 [5] <https://www.pdf-archive.com/2020/09/04/216-5/216-5.pdf> (<https://www.pdf-archive.com/2020/09/04/216-5/216-5.pdf>)
10. Coordination and Complementarity with Other Implementers and Initiatives. 2.1.7 [6] <https://www.pdf-archive.com/2020/09/04/217-6/217-6.pdf> (<https://www.pdf-archive.com/2020/09/04/217-6/217-6.pdf>)
11. Client Liaison Arrangements. 2.1.8 [7] <https://www.pdf-archive.com/2020/09/04/218-7/218-7.pdf> (<https://www.pdf-archive.com/2020/09/04/218-7/218-7.pdf>)
12. Continuous Monitoring and Reporting. 2.1.9 [8] <https://www.pdf-archive.com/2020/09/04/219-8/219-8.pdf> (<https://www.pdf-archive.com/2020/09/04/219-8/219-8.pdf>)
13. Local Administrative Arrangements. 2.2.1 [9] <https://www.pdf-archive.com/2020/09/04/221-9/221-9.pdf> (<https://www.pdf-archive.com/2020/09/04/221-9/221-9.pdf>)

ARK'S ENGAGEMENT IN SYRIA



14. Maximising Use of Local Resources. 2.2.2 [10] <https://www.pdf-archive.com/2020/09/04/222-10/222-10.pdf> (<https://www.pdf-archive.com/2020/09/04/222-10/222-10.pdf>)

15. Human Capital Management and Leveraging Knowledge. 2.2.3 [11] <https://www.pdf-archive.com/2020/09/04/223-11/223-11.pdf> (<https://www.pdf-archive.com/2020/09/04/223-11/223-11.pdf>)

16. Dr Perin Arkun. Programme Manager. 2.2.4 [12] <https://www.pdf-archive.com/2020/09/04/224-12/224-12.pdf> (<https://www.pdf-archive.com/2020/09/04/224-12/224-12.pdf>)

17. Financial Reporting and Controlling Arrangements. 2.2.5 [13] <https://www.pdf-archive.com/2020/09/04/225-13/225-13.pdf> (<https://www.pdf-archive.com/2020/09/04/225-13/225-13.pdf>)

18. Continuous Improvement. 2.3.1 [14] <https://www.pdf-archive.com/2020/09/04/231-14/231-14.pdf> (<https://www.pdf-archive.com/2020/09/04/231-14/231-14.pdf>)

19. AJACS OPERATIONAL BUDGET <https://www.pdf-archive.com/2020/09/04/ajacs-operational-budget/ajacs-operational-budget.pdf> (<https://www.pdf-archive.com/2020/09/04/ajacs-operational-budget/ajacs-operational-budget.pdf>)

20. ARK FZC 2013 2012 Financial Statements <https://www.pdf-archive.com/2020/09/04/ark-fzc-2013--2012-financial-statements/ark-fzc-2013--2012-financial-statements.pdf> (<https://www.pdf-archive.com/2020/09/04/ark-fzc-2013--2012-financial-statements/ark-fzc-2013--2012-financial-statements.pdf>)

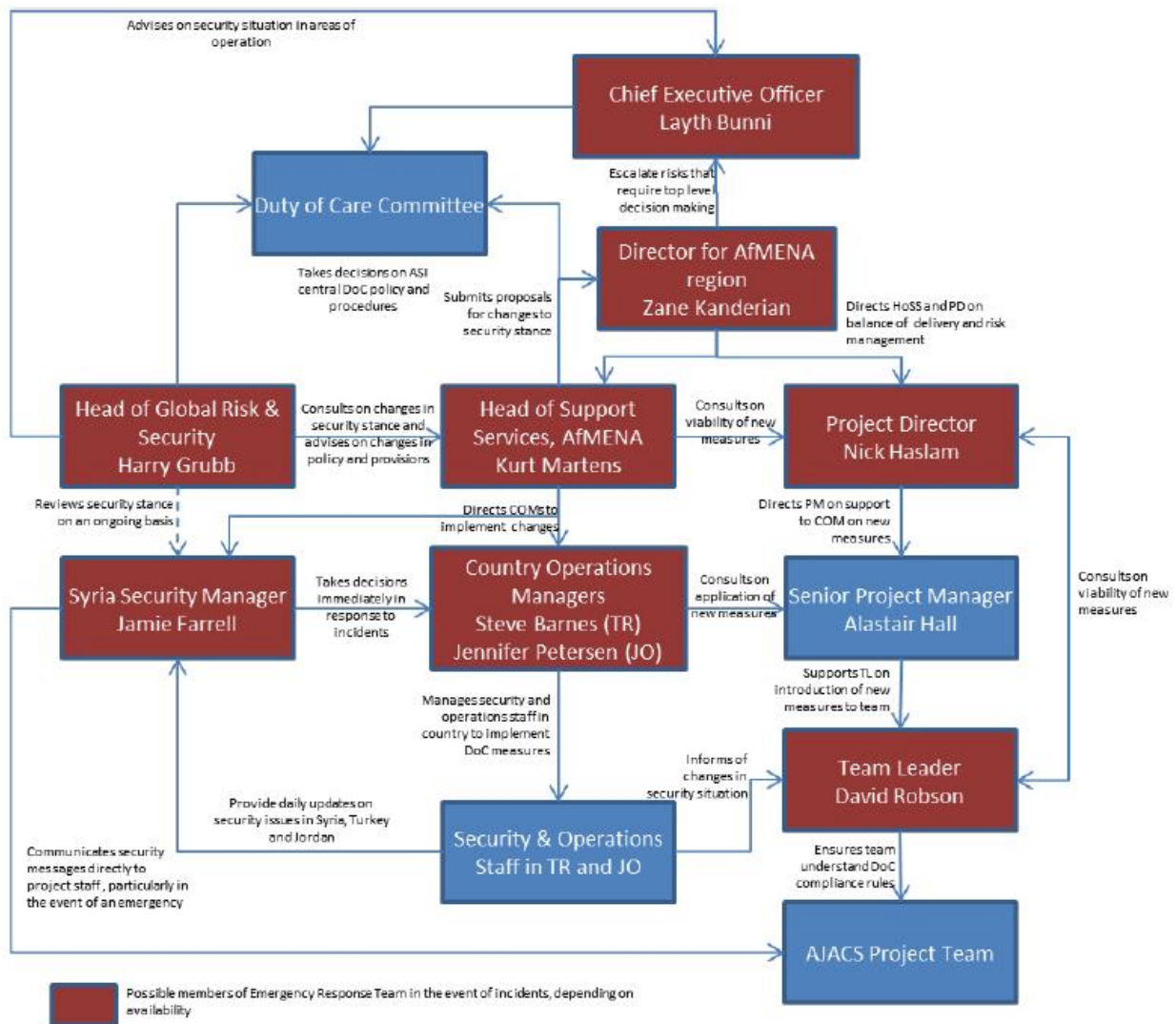
21. Attachment 2 - Certificate of Bona Fide Tendering Declaration of Tenderer 1
<https://www.pdf-archive.com/2020/09/04/untitled-pdf-document-1/untitled-pdf-document.pdf>
(<https://www.pdf-archive.com/2020/09/04/untitled-pdf-document-1/untitled-pdf-document.pdf>)
22. Attachment 2 - Certificate of Bona Fide Tendering Declaration of Tenderer 2
<https://www.pdf-archive.com/2020/09/04/untitled-pdf-document-2/untitled-pdf-document.pdf>
(<https://www.pdf-archive.com/2020/09/04/untitled-pdf-document-2/untitled-pdf-document.pdf>)
23. COMPLETED ATTACHMENT 5 - PRICING MODEL <https://www.pdf-archive.com/2020/09/04/completed-attachment-5---pricing-model/completed-attachment-5---pricing-model.pdf>
(<https://www.pdf-archive.com/2020/09/04/completed-attachment-5---pricing-model/completed-attachment-5---pricing-model.pdf>)

Adam Smith International

ASI files:

1. ASI AJACS 2.4 Duty of Care <https://www.pdf-archive.com/2020/09/04/asi-ajacs-24-duty-of-care/asi-ajacs-24-duty-of-care.pdf> (<https://www.pdf-archive.com/2020/09/04/asi-ajacs-24-duty-of-care/asi-ajacs-24-duty-of-care.pdf>)

The following diagram sets out how ASI Regional Operations Management team was structured:

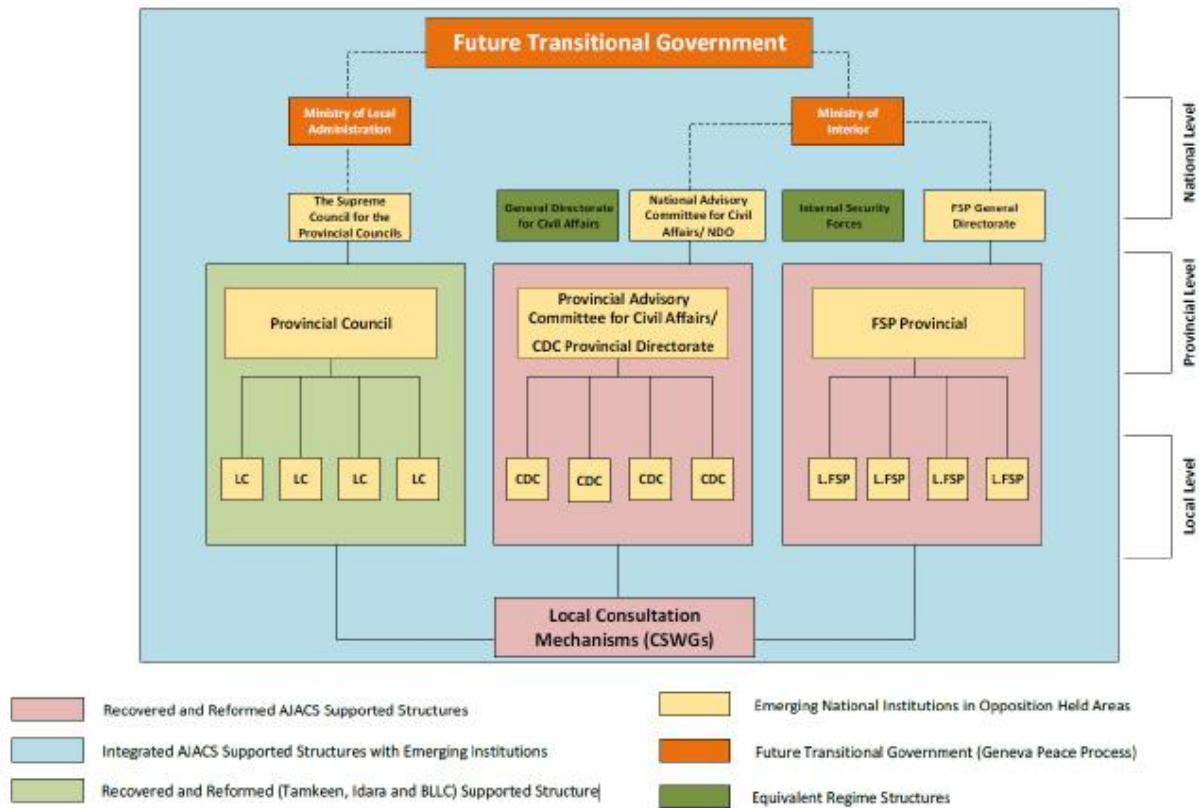


2. ASI AJACS 3.1 Operating Environment <https://www.pdf-archive.com/2020/09/04/asi-ajacs-31-operating-environment/asi-ajacs-31-operating-environment.pdf> (<https://www.pdf-archive.com/2020/09/04/asi-ajacs-31-operating-environment/asi-ajacs-31-operating-environment.pdf>)

3. ASI AJACS 4.1 Continuation, Mobilisation and Takeover <https://www.pdf-archive.com/2020/09/04/asi-ajacs-41-continuation-mobilisation-and-takeover/asi-ajacs-41-continuation-mobilisation-and-takeover.pdf> (<https://www.pdf-archive.com/2020/09/04/asi-ajacs-41-continuation-mobilisation-and-takeover/asi-ajacs-41-continuation-mobilisation-and-takeover.pdf>)

4. ASI AJACS 4.2 Approach and Methodology <https://www.pdf-archive.com/2020/09/04/asi-ajacs-42-approach-and-methodology/asi-ajacs-42-approach-and-methodology.pdf> (<https://www.pdf-archive.com/2020/09/04/asi-ajacs-42-approach-and-methodology/asi-ajacs-42-approach-and-methodology.pdf>)

Transitional government in Syria as ASI saw it:



5. ASI AJACS 4.3 Supporting Evidence-Project Profiles. <https://www.pdf-archive.com/2020/09/04/asi-ajacs-43-supporting-evidence-project-profiles/asi-ajacs-43-supporting-evidence-project-profiles.pdf> (<https://www.pdf-archive.com/2020/09/04/asi-ajacs-43-supporting-evidence-project-profiles/asi-ajacs-43-supporting-evidence-project-profiles.pdf>)

ASI previous experience in providing similar services:

Over the last 20 years Adam Smith International (ASI) has been delivering real impact and value across conflict affected states and societies around the world. We currently retain over 700 advisers supported by 140 programme managers working across ten thematic and six cross-cutting sectors in a range of challenging contexts and Fragile and Conflict-Affected States (FCAS) including Afghanistan, Syria, Palestine, South Sudan, Somalia, Nigeria and the Democratic Republic of the Congo, amongst others. Our achievements in the development sector were most recently recognised, firstly by the Association of Project Management in 2015, which named our Syria governance project Tamkeen as 'Overseas Development Project of the Year', and at the British Expertise International Awards 2016, where we won two awards for our programmes in Sierra Leone and Nigeria. We were also recently awarded supplier contracts for all three components of the UK's CSSF framework: Governance, Security & Justice; Conflict Prevention, Stabilisation & Peacebuilding; and Defence Support Services. In this section we present examples of three of our most successful programmes, demonstrating our relevant experience in developing community security through engagement with stakeholders and the delivery of policing and justice projects.

6. ASI AJACS 5.1 Relationship with the Authority <https://www.pdf-archive.com/2020/09/04/asi-ajacs-51-relationship-with-the-authority/asi-ajacs-51-relationship-with-the-authority.pdf> (<https://www.pdf-archive.com/2020/09/04/asi-ajacs-51-relationship-with-the-authority/asi-ajacs-51-relationship-with-the-authority.pdf>)

7. ASI AJACS 5.2 Governance and Oversight of Kit and Stipends <https://www.pdf-archive.com/2020/09/04/asi-ajacs-52-governance-and-oversight-of-kit-and-stipends/asi-ajacs-52-governance-and-oversight-of-kit-and-stipends.pdf> (<https://www.pdf-archive.com/2020/09/04/asi-ajacs-52-governance-and-oversight-of-kit-and-stipends/asi-ajacs-52-governance-and-oversight-of-kit-and-stipends.pdf>)

Stipends paid to the Free Syrian Police and Civil Registry Centres:

We have agreed stipend scales with the FSP and Civil Registry Centres, which are outlined below. These define the monthly stipend that individuals at each level of the FSP/CRC receive. Attaching each pay band to approved job descriptions also helps to provide clarity for all stakeholders about the amount of money an individual should receive. We have worked with our partners to ensure that the AJACS stipend scales are concurrent with those of other actors, such as Syria Civil Defence and Moderate Armed Opposition groups.

FSP Stipend Scale			
Rank	Description (Arabic)	Description (English)	Stipend Amount (\$)
Officers	Quaed Shurta	Chief of Police	400
	Amid / Akeed	General / Colonel	300
	Muqqadem / Raed	Major Lt Colonel	300
	Nakeeb / Mulazem Awal	Captain / Lieutenant	300
Policemen	Musaad Awal	First Adjutant	150
	Rakeeb	Sergeant	150
	Shurtii	Policeman	100

Ranks	Description (Arabic)	Description (English)	Stipend Amount (\$)
Management	Moder Almodiria	Directorate Director	300
	Moder Markaz / Moder Kisim	Head Center / Dept.	250
Civil Registration Officers	Morakibin	Registrars	200
Admin / Assistants	Idari	Office Support	125
	Logisti	Drivers/Cleaners/Guards	100

8. ASI AJACS 6.1 In-Country Admin Arrangments incl. Financial Management
<https://www.pdf-archive.com/2020/09/04/untitled-pdf-document-3/untitled-pdf-document.pdf>
 (https://www.pdf-archive.com/2020/09/04/untitled-pdf-document-3/untitled-pdf-document.pdf)

9. ASI AJACS 6.2 Key Staff, Recruitment and HR <https://www.pdf-archive.com/2020/09/04/asi-ajacs-62-key-staff-recruitment-and-hr/asi-ajacs-62-key-staff-recruitment-and-hr.pdf>
 (https://www.pdf-archive.com/2020/09/04/asi-ajacs-62-key-staff-recruitment-and-hr/asi-ajacs-62-key-staff-recruitment-and-hr.pdf)

10. Completed Attachment 4 - Pricing Model <https://www.pdf-archive.com/2020/09/04/completed-attachment-4--pricing-model/completed-attachment-4--pricing-model.pdf>
 (https://www.pdf-archive.com/2020/09/04/completed-attachment-4--pricing-model/completed-attachment-4--pricing-model.pdf)

Coffey International Ltd

Coffey files:

1. Coffey Ownership Structure <https://www.pdf-archive.com/2020/09/04/coffey-ownership-structure/coffey-ownership-structure.pdf>
 (https://www.pdf-archive.com/2020/09/04/coffey-ownership-structure/coffey-ownership-structure.pdf)

2. Monitoring and managing risk <https://www.pdf-archive.com/2020/09/04/1-monitoring-and-managing-risk/1-monitoring-and-managing-risk.pdf>
 (https://www.pdf-archive.com/2020/09/04/1-monitoring-and-managing-risk/1-monitoring-and-managing-risk.pdf)

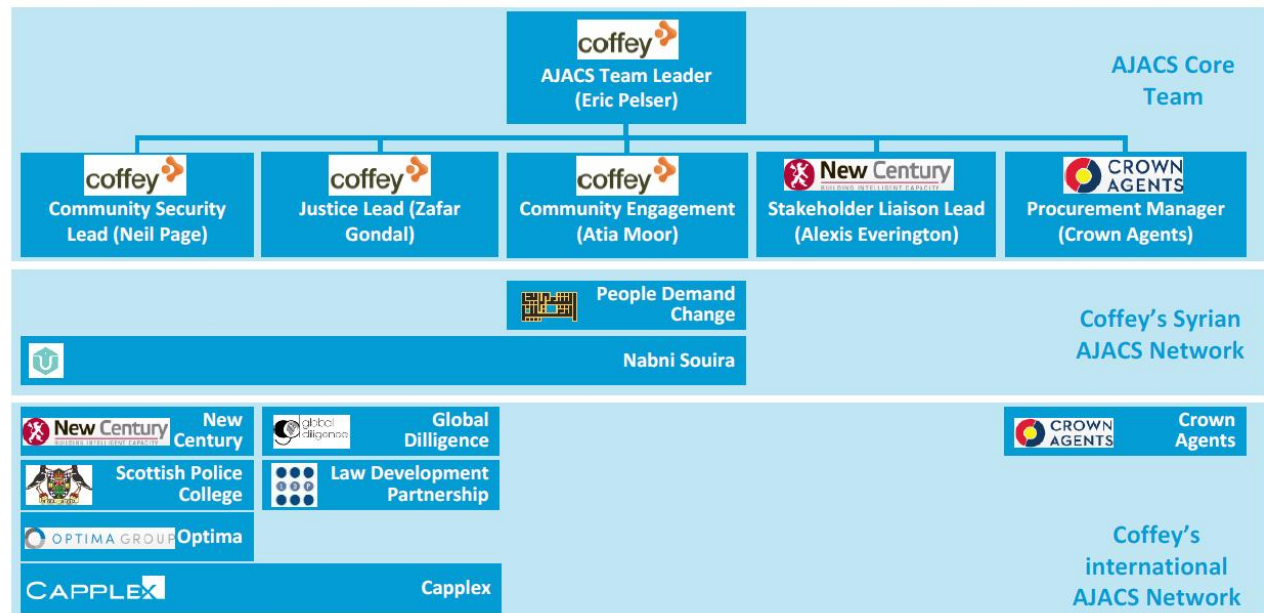
3. Understanding of the situation in Free Syria <https://www.pdf-archive.com/2020/09/04/2--understanding-of-the-situation-in-free-syria/2--understanding-of-the-situation-in-free-syria.pdf>
 (https://www.pdf-archive.com/2020/09/04/2--understanding-of-the-situation-in-free-syria/2--understanding-of-the-situation-in-free-syria/2--understanding-of-the-situation-in-free-syria/2--understanding-of-the-situation-in-free-syria.pdf)

understanding-of-the-situation-in-free-syria.pdf)

4. Managing programmatic risks <https://www.pdf-archive.com/2020/09/04/3--managing-programmatic-risks/3--managing-programmatic-risks.pdf> (<https://www.pdf-archive.com/2020/09/04/3--managing-programmatic-risks/3--managing-programmatic-risks.pdf>)

5. Approach and Methodology <https://www.pdf-archive.com/2020/09/04/4--approach-and-methodology/4--approach-and-methodology.pdf> (<https://www.pdf-archive.com/2020/09/04/4--approach-and-methodology/4--approach-and-methodology.pdf>)

Coffey's AJACS consortium



6. The transition to AJACS will be smooth <https://www.pdf-archive.com/2020/09/04/5--the-transition-to-ajacs-will-be-smooth/5--the-transition-to-ajacs-will-be-smooth.pdf> (<https://www.pdf-archive.com/2020/09/04/5--the-transition-to-ajacs-will-be-smooth/5--the-transition-to-ajacs-will-be-smooth.pdf>)

7. Seamless operation with other contractors <https://www.pdf-archive.com/2020/09/04/6--seamless-operation-with-other-contractors/6--seamless-operation-with-other-contractors.pdf> (<https://www.pdf-archive.com/2020/09/04/6--seamless-operation-with-other-contractors/6--seamless-operation-with-other-contractors.pdf>)

8. Approach to client liaison <https://www.pdf-archive.com/2020/09/04/7--approach-to-client-liaison/7--approach-to-client-liaison.pdf> (<https://www.pdf-archive.com/2020/09/04/7--approach-to-client-liaison/7--approach-to-client-liaison.pdf>)

9. Continuous monitoring and reporting in line with KPIs <https://www.pdf-archive.com/2020/09/04/8--continuous-monitoring-and-reporting-in-line-with-kpis/8--continuous-monitoring-and-reporting-in-line-with-kpis.pdf> (<https://www.pdf-archive.com/2020/09/04/8--continuous-monitoring-and-reporting-in-line-with-kpis/8--continuous-monitoring-and-reporting-in-line-with-kpis.pdf>)

10. Coffey's administration arrangements in Turkey <https://www.pdf-archive.com/2020/09/04/9-coFFEys-administration-arrangements-in-turkey/9-coFFEys-administration-arrangements-in-turkey.pdf> (<https://www.pdf-archive.com/2020/09/04/9-coFFEys-administration-arrangements-in-turkey/9-coFFEys-administration-arrangements-in-turkey.pdf>)

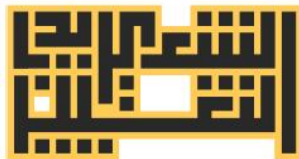
11. Maximising local resources <https://www.pdf-archive.com/2020/09/04/10--maximising-local-resources/10--maximising-local-resources.pdf> (<https://www.pdf-archive.com/2020/09/04/10--maximising-local-resources/10--maximising-local-resources.pdf>)

Local Partners of Coffey in Syria:

We have specifically chosen our Syrian partners because of their broad reach across Syria. They all have extensive networks throughout Syria and as a result bring an unparalleled knowledge of the situation on the ground. They offer the best opportunity to get as close to real-time monitoring of developments on the ground as possible. We will draw on this invaluable information to ensure our interventions are, and remain relevant to the rapidly changing situation on the ground.

Through our two local partners alone we have access to 10 Syrians staff in Gaziantep and over 20 Syrians currently on the ground in Syria, allowing us immediate access into the country.

People Demand Change



People Demand Change have been working in Syria for the past three and a half years. They have fostered an extensive and trusted network across Syria having worked with local activists, local council leaders, grassroots media organisations among others. They have gained privileged access and up-to-date information on the ground that has assisted organisations and policymakers to make informed decisions about the composition of the Syrian opposition and ever-changing nature of the

conflict. People Demand change have 5 full time Syrian staff in Gaziantep and 7 Syrian personnel working across Syria.

Nabni Souria



Nabni Souria is an independent non-profit organisation that aims to empower Syrians to have a say in determining their country's future. It seeks to do this by mobilising Syrians to engage in the political, economic and social development of their country. Nabni Souria promotes unification and integration within Syrian society according to the values of cooperation, diversity and equality. Its core areas of work are capacity building of local councils and CSOs in Syria and the political empowerment of youth and women. Nabni Souria has 5 full time staff in Gaziantep and 15 personnel working throughout Syria.

12. Scaling our team up and down in response to requirements <https://www.pdf-archive.com/2020/09/04/11--scaling-our-team-up-and-down-in-response-to-requirements/11--scaling-our-team-up-and-down-in-response-to-requirements.pdf> (<https://www.pdf-archive.com/2020/09/04/11--scaling-our-team-up-and-down-in-response-to-requirements/11--scaling-our-team-up-and-down-in-response-to-requirements.pdf>)

13. Key staff CVs <https://www.pdf-archive.com/2020/09/04/12-key-staff-cvs/12-key-staff-cvs.pdf> (<https://www.pdf-archive.com/2020/09/04/12-key-staff-cvs/12-key-staff-cvs.pdf>)

14. Maintaining financial control of AJACS funds <https://www.pdf-archive.com/2020/09/04/13-maintaining-financial-control-of-ajacs-funds/13-maintaining-financial-control-of-ajacs-funds.pdf> (<https://www.pdf-archive.com/2020/09/04/13-maintaining-financial-control-of-ajacs-funds/13-maintaining-financial-control-of-ajacs-funds.pdf>)

15. Improvements to scope <https://www.pdf-archive.com/2020/09/04/14--improvements-to-scope/14--improvements-to-scope.pdf> (<https://www.pdf-archive.com/2020/09/04/14--improvements-to-scope/14--improvements-to-scope.pdf>)

16. Attachment 2 - Certificate of Bona Fide Tendering and Declaration <https://www.pdf-archive.com/2020/09/04/untitled-pdf-document-4/untitled-pdf-document.pdf> (<https://www.pdf-archive.com/2020/09/04/untitled-pdf-document-4/untitled-pdf-document.pdf>)
17. ATTACHMENT 4 - Statement of Requirements <https://www.pdf-archive.com/2020/09/04/attachment-4---statement-of-requirements-1/attachment-4---statement-of-requirements.pdf> (<https://www.pdf-archive.com/2020/09/04/attachment-4---statement-of-requirements-1/attachment-4---statement-of-requirements.pdf>)
18. Completed Attachment 5 - Pricing Model <https://www.pdf-archive.com/2020/09/04/completed-attachment-5---pricing-model-1/completed-attachment-5---pricing-model.pdf> (<https://www.pdf-archive.com/2020/09/04/completed-attachment-5---pricing-model-1/completed-attachment-5---pricing-model.pdf>)
19. Economic and Financial Standing_2012_13 <https://www.pdf-archive.com/2020/09/04/economic-and-financial-standing201213/economic-and-financial-standing201213.pdf> (<https://www.pdf-archive.com/2020/09/04/economic-and-financial-standing201213/economic-and-financial-standing201213.pdf>)
20. Employers and Public Liability <https://www.pdf-archive.com/2020/09/04/employers-and-public-liability/employers-and-public-liability.pdf> (<https://www.pdf-archive.com/2020/09/04/employers-and-public-liability/employers-and-public-liability.pdf>)
21. HSSE, Equality Policies and CSR <https://www.pdf-archive.com/2020/09/04/hsse-equality-policies-and-csr/hsse-equality-policies-and-csr.pdf> (<https://www.pdf-archive.com/2020/09/04/hsse-equality-policies-and-csr/hsse-equality-policies-and-csr.pdf>)
22. Technical and Professional Ability_Experience and Contract Examples_FINAL <https://www.pdf-archive.com/2020/09/04/untitled-pdf-document-5/untitled-pdf-document.pdf> (<https://www.pdf-archive.com/2020/09/04/untitled-pdf-document-5/untitled-pdf-document.pdf>)

WYG

WYG files:

1. Group Organisation Structure Chart <https://www.pdf-archive.com/2020/09/04/group-organisation-structure-chart/group-organisation-structure-chart.pdf> (<https://www.pdf-archive.com/2020/09/04/group-organisation-structure-chart/group-organisation-structure-chart.pdf>)
2. Mechanisms to monitor staff risk on a live basis, and systems and plans to manage an emergency. 2.1.2 Question 1 <https://www.pdf-archive.com/2020/09/04/212-question-1/212-question-1.pdf> (<https://www.pdf-archive.com/2020/09/04/212-question-1/212-question-1.pdf>)
3. Current conditions in free areas of Syria, including threats and impact on contract delivery. 2.1.3 Question 2 <https://www.pdf-archive.com/2020/09/04/213-question-2/213-question-2.pdf> (<https://www.pdf-archive.com/2020/09/04/213-question-2/213-question-2.pdf>)

WYG possesses a wide network of researches in Syria:

Our team draws on our country-wide network of 200 researchers and field offices which engage with S&J actors on a daily basis, and is reinforced by our deep Syrian expertise.

- Team Leader Matthew Waterfield led the UK and US Syria Stabilisation Response Team in 2012-13 and a number of project in Syria for ICSP in 2014.
- Deputy Team Leader Bassam al-Kuwatli is a leading member of Assistance Coordination Unit (ACU) founded the premier Syrian research organisation RMT
- Aktis Managing Director Andrew Rathmell pioneered the study of the Syrian security sector¹

4. Risk management. 2.1.4 Question 3 <https://www.pdf-archive.com/2020/09/04/214-question-3/214-question-3.pdf> (<https://www.pdf-archive.com/2020/09/04/214-question-3/214-question-3.pdf>)

In 2013 WYG completed the delivery of the Coalition Force Facility in Afghanistan:

We have proven ability to manage programme risks in the harshest of environments

In 2013 WYG completed delivery of the £10m Coalition Force Facility in Afghanistan. We successfully managed:

- **Programme risk:** delivering accommodation, working space, medical facilities, vehicle workshops, welfare, and force protection for 400 Afghan National Defence University staff on time and in budget.
- **Contract risk:** managing the requirements of numerous military stakeholders.
- **Reputational risk:** ensuring that commitments made by the UK and Afghan Prime Ministers were delivered upon.

WYG maintains excellent relationships with Turkish and Lebanese authorities:

Managing programme risk in Turkey, Jordan and other possible regional bases

AJACS can only succeed if the implementer creates and maintains trusted relations with the authorities in potential delivery locations, including Turkey, Jordan, Arbil and Beirut. As well as our compliant presence in Turkey and excellent relationships with the Turkish authorities, our team has long experience of delivering cross-border logistical assistance from offices in Amman, a training centre and logistical partners in Arbil, and an established project office in Beirut with excellent relationships with the Lebanese security authorities. In each of these locations, our compliant local presence and political relationships will enable delivery while our local security managers will de-risk programme delivery (see 2.2.1).

5. Overall approach and methodology. 2.1.5 Question 4 <https://www.pdf-archive.com/2020/09/04/215-question-4/215-question-4.pdf> (<https://www.pdf-archive.com/2020/09/04/215-question-4/215-question-4.pdf>)

WYG was in partnership with Interim Government and Free Syrian Police

Figure 6: Building partnerships through our triumvirate model, bringing together security and justice, councils, and community actors



To ensure change is institutionalised, we will build partnerships with public authorities at the bottom (municipalities,

community), middle (provincial) and top (Interim Government) levels of the emerging S&J institutions, as in Figure 6. This can include supporting initiatives such as the Interim Government's "Back to Syria" plan. Since we are already delivering S&J outcomes and ICSP has an agreed programme of work with General Shallaf and other leaders of the FSP, we will be able to become operational immediately and will scale up interventions with beneficiaries that have already proved successful (e.g. the ICSP road signs and city clean-up projects in Kafranbel), undertake more detailed planning with stakeholders who are still formulating their needs (e.g. the ongoing reformulation of the ICSP project in Marat Al Numan), and initiate stakeholder engagement in new areas (e.g. Deraa).



Kafranbel - developing road signs to protect public from driving towards morphing frontlines

WYG used various payment tactics to deliver money to local recipients in Syria, including traditional in the Arab world 'hawala' system when money is paid to an agent who then instructs his associate in a relevant country to pay the final recipient:

contingency planning for redeployment.⁵ For the supply of **stipends and operational funds** to CSO vetted actors, we will combine bank transfers, cash payments, and judicious use of *hawala*. We will use a validation and monitoring process, separating the functions of payment authoriser, payment provider, and payment validator. For the supply of **community grants**, we will build on our conflict-sensitive Grants Manual that has successfully guided the delivery of S&J grants inside Syria, reinforced by our consortium's experience managing nearly £1bn of grants in fragile communities over 20 years.

Complete structure of packages of support under AJACS programme:



WYG worked on 45 security and justice programmes in 26 countries over 8 years at the time:

Our approach to AJACS is informed by lessons and experiences from work on 45 S&J programmes in 26 countries over 8 years.⁸ This experience includes: helping security forces to engage with communities (**Free Syria S&J actors, Lebanese Armed Forces, Pakistani police, Tunisian police**), strengthening accountability mechanisms for police forces (**Iraq, Palestinian Territories, Afghanistan, Kosovo**), training police leaders (**Palestinian Territories**); improving immigration and border security (**Turkey**); and planning security and justice sector reform in **Kenya, Uganda, Sierra Leone, Kosovo, Moldova and Libya**. Of note, our leadership of the UK's £31m security and justice assistance programme in **Libya** in a volatile conflict environment demonstrates our ability to rapidly deliver beneficiary engagement, capacity building, equipment and politically agile risk management in a conflict environment.

Tunisia: Strengthening police capacity and community engagement

Kosovo: Led security reform

Turkey: Immigration and border security

Iraq, Afghanistan and Palestinian territories: Strengthened interior ministries' institutional capacity

Lebanon: Strengthening Armed Forces' engagement with border communities

Pakistan: Strengthened police capacity and community engagement

Palestinian territories: Created leadership academy for Palestinian Security Forces

Libya: Leading UK's Security Justice and Defence Program

Nigeria: Strengthening peacebuilding

Kenya: Leading police reform

Our team has unique experience of working in Syria: delivering 7 projects, worth over 13 million pounds, in 20 locations. Aktis leaders have worked on Syrian security affairs for over 20 years.

SYRIA

IRAQ

JORDAN

LEBANON

Damascus

Projects

- Aktis ICSP Community Security programme
- Aktis Director led DFID pilot governance capacity building program prior to Aktis incorporation
- WYG projects

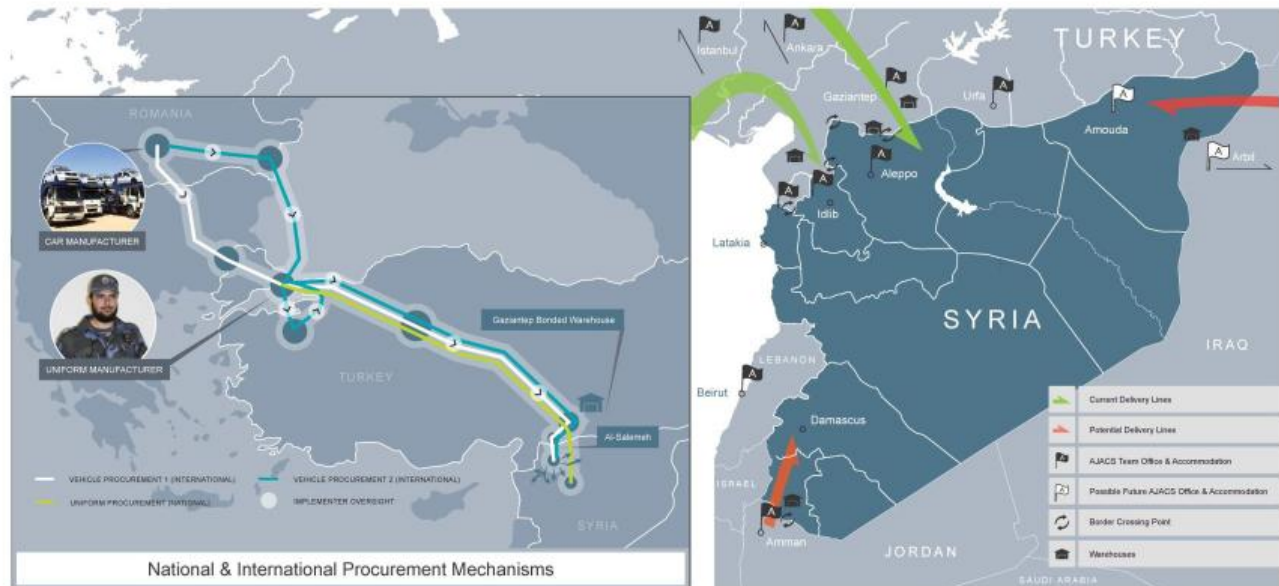
- 20/41

archive.com/2020/09/04/221-question-9/221-question-9.pdf)

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)



WYG had 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 Alfagates 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.

11. Use of local resources, including use of Syrian nationals where appropriate. 2.2.2 Question 10 <https://www.pdf-archive.com/2020/09/04/222-question-10/222-question-10.pdf> (<https://www.pdf-archive.com/2020/09/04/222-question-10/222-question-10.pdf>)

WYG 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**.

	Bassam Al Kuwatli	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.
	Dima Shehadeh	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.
	Malik Al Abdeh	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.
	Hiba Alhaji	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.
	Mihyar Badra	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.
	Ziad Khayatta	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.
	Jawad Al Masalmeh	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.

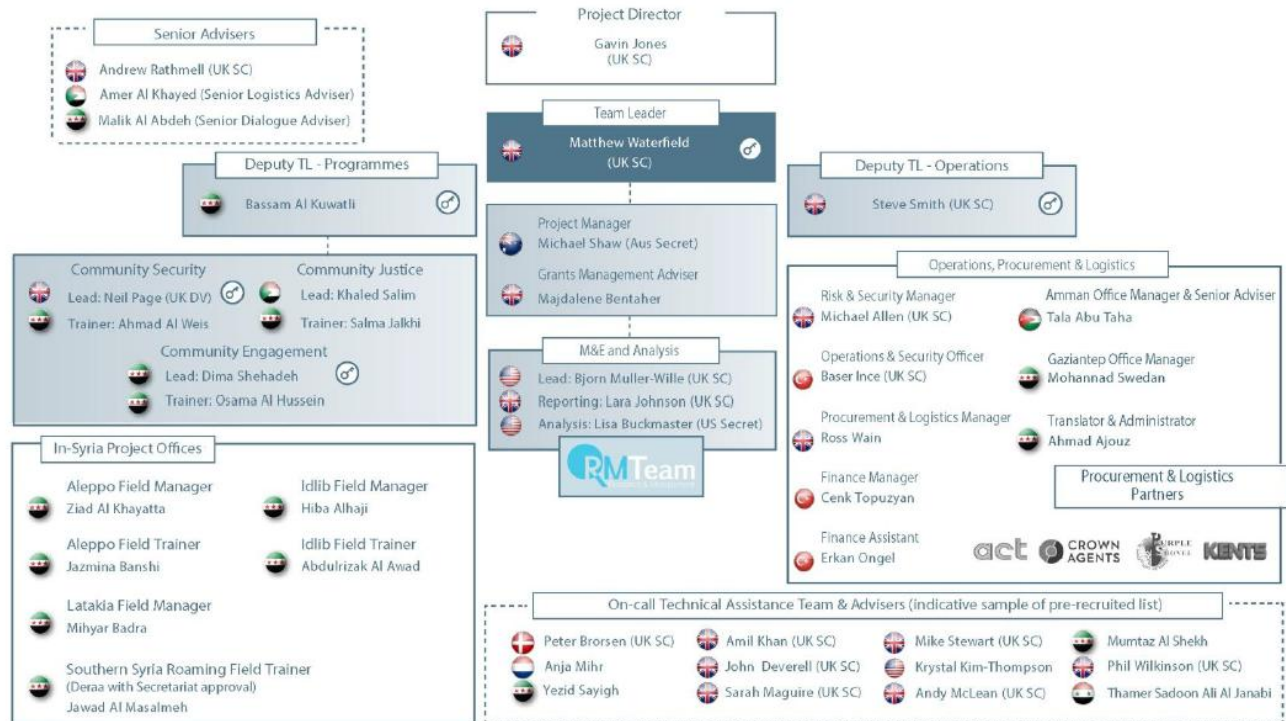
Our core team:

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

12. Human resource management in fragile environments. 2.2.3 Question 11
<https://www.pdf-archive.com/2020/09/04/223-question-11/223-question-11.pdf>
 (https://www.pdf-archive.com/2020/09/04/223-question-11/223-question-11.pdf)

13. Key staff CVs. 2.2.4 Question 12 <https://www.pdf-archive.com/2020/09/04/224-question-12/224-question-12.pdf>
 (https://www.pdf-archive.com/2020/09/04/224-question-12/224-question-12.pdf)

WYG Core Team:



14. Financial control of the contract. 2.2.5 Question 13 <https://www.pdf-archive.com/2020/09/04/225-question-13/225-question-13.pdf> (https://www.pdf-archive.com/2020/09/04/225-question-13/225-question-13.pdf)

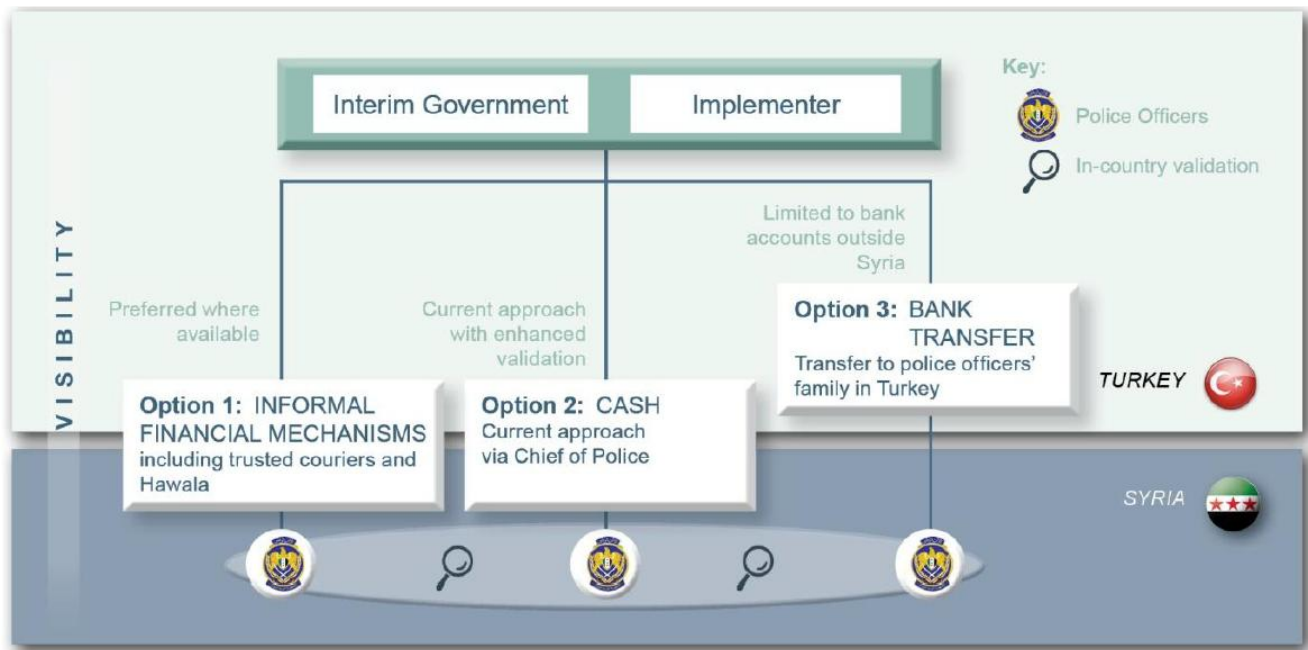
WYG had access to unrestricted cash of £12.8m and a bank credit line of £15m. It developed in-country banking infrastructure in Turkey, Jordan, Lebanon and Iraq:

Our consortium has in place robust financial management systems in the UK, Turkey, and Jordan, as well as systems optimised to ensure **accountable funding** for Syrian beneficiaries.¹ The financial depth of WYG, a UK listed company with an annual revenue of £140m, means that the consortium benefits from corporate financial controls optimised for managing finances in high-risk environments. With unrestricted cash of £12.8m, and a bank credit line of £15m, WYG can easily **forward finance AJACS activities at minimal cost**. Of particular benefit will be the fact that WYG has accounting systems and procedures for managing multiple foreign currencies. We have a developed in-country banking infrastructure in **Turkey** through WYG Türkiye, banking facilities in **Jordan, Lebanon, and Iraq**, and an arrangement with Crown Agents to provide a regional banking facility.

WYG Türkiye has a successful track record of fully audited meeting the highest international standards as certified by Deloitte. We will use WYG Türkiye finance department to manage our financial relationship with our local sub-contractors, providing **experienced regional accountants** to support activities. WYG's international finance division will provide overall financial management for AJACS. Crown Agents are ready to provide direct banking support to AJACS if a large scale up requires additional financial services.

15. Improved stakeholder management: Reputation management, sustainable partnerships. 2.3.1 Question 14 <https://www.pdf-archive.com/2020/09/04/231-question-14/231-question-14.pdf> (https://www.pdf-archive.com/2020/09/04/231-question-14/231-question-14.pdf)

WYG's proposal to improve managing stipends and operational payments in Syria:



16. Potential Packages of Modular Support for AJACS Implementation. Annex 1
<https://www.pdf-archive.com/2020/09/04/annex-1/annex-1.pdf> (https://www.pdf-archive.com/2020/09/04/annex-1/annex-1.pdf)

17. Attachment 2 Cert Bona Fide Tendering and Declaration <https://www.pdf-archive.com/2020/09/04/attachment-2-cert-bona-fide-tendering-and-declaration/attachment-2-cert-bona-fide-tendering-and-declaration.pdf> (https://www.pdf-archive.com/2020/09/04/attachment-2-cert-bona-fide-tendering-and-declaration/attachment-2-cert-bona-fide-tendering-and-declaration.pdf)

18. ATTACHMENT 4 - Statement of Requirements <https://www.pdf-archive.com/2020/09/04/attachment-4---statement-of-requirements-2/attachment-4---statement-of-requirements.pdf> (https://www.pdf-archive.com/2020/09/04/attachment-4---statement-of-requirements-2/attachment-4---statement-of-requirements.pdf)

19. Attachment 7 - ToRs for Steering Board and Secretariat <https://www.pdf-archive.com/2020/09/04/attachment-7---tors-for-steering-board-and-secretariat/attachment-7---tors-for-steering-board-and-secretariat.pdf> (https://www.pdf-archive.com/2020/09/04/attachment-7---tors-for-steering-board-and-secretariat/attachment-7---tors-for-steering-board-and-secretariat.pdf)

20. Completed Attachment 5 - Pricing Model <https://www.pdf-archive.com/2020/09/04/completed-attachment-5---pricing-model-2/completed-attachment-5---pricing-model.pdf> (https://www.pdf-archive.com/2020/09/04/completed-attachment-5---pricing-model-2/completed-attachment-5---pricing-model.pdf)

21. WYG took part in Security, Justice Defence Programme in Lybia and Integrated Community Security Programme, Syria: Objective 1 - Community Engagement. Contract casestudies <https://www.pdf-archive.com/2020/09/04/contract-casestudies/contract-casestudies.pdf> (https://www.pdf-archive.com/2020/09/04/contract-casestudies/contract-casestudies.pdf)

22. 2012 Accounts - WYG Management Services Ltd <https://www.pdf-archive.com/2020/09/04/2012-accounts---wyg-management-services-ltd/2012-accounts---wyg-management-services-ltd.pdf> (<https://www.pdf-archive.com/2020/09/04/2012-accounts---wyg-management-services-ltd/2012-accounts---wyg-management-services-ltd.pdf>)
23. 2012 Accounts - WYG plc <https://www.pdf-archive.com/2020/09/04/2012-accounts---wyg-plc/2012-accounts---wyg-plc.pdf> (<https://www.pdf-archive.com/2020/09/04/2012-accounts---wyg-plc/2012-accounts---wyg-plc.pdf>)
24. 2013 Accounts - WYG Management Services Ltd <https://www.pdf-archive.com/2020/09/04/2013-accounts---wyg-management-services-ltd/2013-accounts---wyg-management-services-ltd.pdf> (<https://www.pdf-archive.com/2020/09/04/2013-accounts---wyg-management-services-ltd/2013-accounts---wyg-management-services-ltd.pdf>)
25. 2013 Accounts - WYG plc <https://www.pdf-archive.com/2020/09/04/2013-accounts---wyg-plc/2013-accounts---wyg-plc.pdf> (<https://www.pdf-archive.com/2020/09/04/2013-accounts---wyg-plc/2013-accounts---wyg-plc.pdf>)
26. 2014 Accounts_WYG plc https://www.pdf-archive.com/2020/09/04/2014-accounts_wyg-plc/2014-accounts_wyg-plc.pdf (https://www.pdf-archive.com/2020/09/04/2014-accounts_wyg-plc/2014-accounts_wyg-plc.pdf)
27. Aktis 2014 Cashflow AJACS - 2 <https://www.pdf-archive.com/2020/09/04/aktis-2014-cashflow-ajacs---2/aktis-2014-cashflow-ajacs---2.pdf> (<https://www.pdf-archive.com/2020/09/04/aktis-2014-cashflow-ajacs---2/aktis-2014-cashflow-ajacs---2.pdf>)
28. Aktis Capital Reserves <https://www.pdf-archive.com/2020/09/04/aktis-capital--reserves/aktis-capital--reserves.pdf> (<https://www.pdf-archive.com/2020/09/04/aktis-capital--reserves/aktis-capital--reserves.pdf>)
29. Aktis Signed Management Accs 2014 <https://www.pdf-archive.com/2020/09/04/aktis-signed-management-accs-2014/aktis-signed-management-accs-2014.pdf> (<https://www.pdf-archive.com/2020/09/04/aktis-signed-management-accs-2014/aktis-signed-management-accs-2014.pdf>)
30. Aktis Strategy Limited accounts 2013 draft 3 (2) <https://www.pdf-archive.com/2020/09/04/aktis-strategy-limited-accounts-2013-draft-3-2/aktis-strategy-limited-accounts-2013-draft-3-2.pdf> (<https://www.pdf-archive.com/2020/09/04/aktis-strategy-limited-accounts-2013-draft-3-2/aktis-strategy-limited-accounts-2013-draft-3-2.pdf>)
31. WYG Financial Statement <https://www.pdf-archive.com/2020/09/04/wyg-financial-statement/wyg-financial-statement.pdf> (<https://www.pdf-archive.com/2020/09/04/wyg-financial-statement/wyg-financial-statement.pdf>)
32. Employers Liability Insurance <https://www.pdf-archive.com/2020/09/04/employers-liability-insurance/employers-liability-insurance.pdf> (<https://www.pdf-archive.com/2020/09/04/employers-liability-insurance/employers-liability-insurance.pdf>)
33. Insurance Details <https://www.pdf-archive.com/2020/09/04/insurance-details/insurance-details.pdf> (<https://www.pdf-archive.com/2020/09/04/insurance-details/insurance-details.pdf>)

34. Public Liability Insurance <https://www.pdf-archive.com/2020/09/04/public-liability-insurance/public-liability-insurance.pdf> (<https://www.pdf-archive.com/2020/09/04/public-liability-insurance/public-liability-insurance.pdf>)
 35. Corporate Responsibility Policy <https://www.pdf-archive.com/2020/09/04/corporate-responsibility-policy/corporate-responsibility-policy.pdf> (<https://www.pdf-archive.com/2020/09/04/corporate-responsibility-policy/corporate-responsibility-policy.pdf>)
 36. Dignity at Work Policy <https://www.pdf-archive.com/2020/09/04/dignity-at-work-policy/dignity-at-work-policy.pdf> (<https://www.pdf-archive.com/2020/09/04/dignity-at-work-policy/dignity-at-work-policy.pdf>)
 37. Diversity Equal Opportunities Policy <https://www.pdf-archive.com/2020/09/04/diversity--equal-opportunities-policy/diversity--equal-opportunities-policy.pdf> (<https://www.pdf-archive.com/2020/09/04/diversity--equal-opportunities-policy/diversity--equal-opportunities-policy.pdf>)
 38. Health Safety Policy <https://www.pdf-archive.com/2020/09/04/health--safety-policy/health--safety-policy.pdf> (<https://www.pdf-archive.com/2020/09/04/health--safety-policy/health--safety-policy.pdf>)
 39. Policy Details <https://www.pdf-archive.com/2020/09/04/policy-details/policy-details.pdf> (<https://www.pdf-archive.com/2020/09/04/policy-details/policy-details.pdf>)
- Here is the archive with all the files relating to the project.
https://anonfiles.com/z06c96Reo9/Complete_AJACS_rar
https://anonfiles.com/z06c96Reo9/Complete_AJACS_rar

EMERGENCY STABILISATION RESPONSE MECHANISM

Implementers of the programme were supposed to act quickly and efficiently to establish control over key areas in Syria following regime/ISIL withdrawal.

This was a short term delivery programme, limited to several months following the call off.

Files with FCO Requirements:

1. ATTACHMENT 1 - Instructions and evaluation <https://www.pdf-archive.com/2020/09/04/attachment-1---instructions-and-evaluation/attachment-1---instructions-and-evaluation.pdf> (<https://www.pdf-archive.com/2020/09/04/attachment-1---instructions-and-evaluation/attachment-1---instructions-and-evaluation.pdf>)
2. Attachment 2 Statement of Requirement revised version <https://www.pdf-archive.com/2020/09/04/attachment-2-statement-of-requirement-revised-version/attachment-2-statement-of-requirement-revised-version.pdf> (<https://www.pdf-archive.com/2020/09/04/attachment-2-statement-of-requirement-revised-version/attachment-2-statement-of-requirement-revised-version.pdf>)
3. Attachment 3 - Pricing Model <https://www.pdf-archive.com/2020/09/04/attachment-3---pricing-model/attachment-3---pricing-model.pdf> (<https://www.pdf-archive.com/2020/09/04/attachment-3---pricing-model/attachment-3---pricing-model.pdf>)

Bidders:**ARK F.Z.C.****ARK files:**

1. ITT Lot C - Technical Response <https://www.pdf-archive.com/2020/09/04/itt-lot-c---technical-response/itt-lot-c---technical-response.pdf> (<https://www.pdf-archive.com/2020/09/04/itt-lot-c---technical-response/itt-lot-c---technical-response.pdf>)

ARK successfully delivered over \$2 million in cash to Syrian beneficiaries:

Stipends and Grants. ARK has considerable experience in establishing sustainable mechanisms to provide direct and indirect budget support to Syrian beneficiaries and nascent institutions with limited experience of transparency and accountability, in a cash-only environment requiring flexibility and creativity. ARK has demonstrated this through its role as lead implementer of the multi-donor Integrated Community Security Programme, which delivered over \$1.7 million in cash support – salary stipends, operational funds, and travel stipends -- to Syrian Free Police and other local beneficiaries in Aleppo, Idlib and Latakia. Combined with ARK's provision of travel stipends to Syrian Civil Defence rescuers, and its successful administration of a basket fund to support nascent Syrian civil society organisations through the Danish-funded, ARK-managed Baytna centre in southern Turkey as well as sub-grants to women's organisations in Syria on behalf of the Dutch government, **ARK has successfully delivered over \$2 million in cash support to Syrian beneficiaries without loss or misdirection.**

ARK secured a formal offer of partnership from several allegedly independent organisations:

Our networks. ARK intends to rely on trusted individuals and groups inside Syria to deliver assistance in support of this project, to provide ground-truth about local conditions in support of our Research and Analysis team, and to provide independent Monitoring and Evaluation (the latter function is described in a separate note). Uncertainty about possible programming locations makes it premature to engage in formal contractual arrangements at this point, as the implementer will need to be able to secure the assistance of a broad array of groups in northern and southern Syria, in specific communities yet to be identified. However, at this stage, ARK has secured a formal offer of partnership from **Auranitis Life Line**, a leading Syrian civil society organisation based in Jordan with a significant reach into southern Syria and one of only two CSOs authorised by the Jordanian government to conduct cross-border activities into Syria¹. In addition, ARK has secured informal offers of partnership from the **Aleppo Free Police** (to ensure the safe distribution of cash within the AFP's area of operation), **Physicians for Human Rights** and the **Syrian-American Medical Society** (in support of validating medical/public health needs), the **Syrian Centre for Statistics and Research** and ARK's network of **60 trained media stringers** (for M&E), in addition to ongoing collaborative relationships with groups that will have a key role in facilitating assistance deliveries to newly liberated areas including **Etana** in southern Syria as well as **Syrian Civil Defence** teams in the north and south, given the latter have the mandate, expertise, experience (post regime withdrawal from Idlib) and relationships with local civilian and military actors to provide immediate service delivery support.

2. Att. 3 Pricing Model <https://www.pdf-archive.com/2020/09/04/att-3-pricing-model/att-3-pricing-model.pdf> (<https://www.pdf-archive.com/2020/09/04/att-3-pricing-model/att-3-pricing-model.pdf>)

Adam Smith International**ASI files:**

1. ASI technical tender - rapid response (1) <https://www.pdf-archive.com/2020/09/04/asi-technical-tender---rapid-response-1/asi-technical-tender---rapid-response-1.pdf> (<https://www.pdf-archive.com/2020/09/04/asi-technical-tender---rapid-response-1/asi-technical-tender---rapid-response-1.pdf>)

ASI offered several models for intervention that could be modified according to circumstances and priorities:

Models for intervention

These models provide an indication of the spectrum of delivery models that we might use. They are flexible, and can be modified according to circumstances and priorities. They could also be sequenced over the course of an engagement. The determining quantity here is governance: emergency assistance starts in the context of the slender beginnings of a city government and morphs as the capacity, legitimacy and remit of that government increases.

- Model 1 will deliver support via a grants management unit (GMU) based in a Syrian city overseen from either Gaziantep or Amman. Funds, partners and stakeholder engagement will be managed by the GMU. Model 1 allows rapid deployment and dispersal in the absence of a fully-formed or functional partner city council.

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International

- Model 2 delivers support in partnership with a nascent or partly functional and legitimate city council. A GMU would partner with the council and form a stakeholder group consisting of council members and other city notables involved in service delivery, governance and religious and civil affairs. This group would then inform the selection of funding options while funds would still be managed by the GMU.
- Model 3 builds on model 2 to provide training and mentoring to the emerging city council to build its capacity to govern, administer, manage finances and engage with citizens. Funds would still be managed by a GMU.
- Model 4 hands over increasing decision-making authority to the city council whilst providing it with the necessary guidance advice to make and implement decisions. Services may be contracted to the council with funds managed and overseen by a GMU.

ASI experience in Syria, Turkey and Jordan:

From our operational platforms in Gaziantep and Amman, the consortium members have/are implementing the following projects in Syria:

- In 2011, Integrity's **Project VIOLA** served to provide FCO with information on the conflict and governance dynamics within many of the most hard to reach areas of the country.
- In late 2012, both Integrity and ASI then implemented separate **pilot projects to support emerging local governance actors** in Rif Damascus and Idlib. The pilot projects provided some key lessons that informed future programming: most importantly that providing direct support to local institutions often risked creating more problems than it solved.
- Together, ASI and Integrity went on to implement the **Tamkeen** project in late 2013 developed a model for supporting the emergence of local governance actors, via a process that enables them to plan, budget, procure and oversee the delivery of services for the community.
- Since November 2014, ASI has implemented the **Access to Justice and Community Security (AJACS) Project**, which aims to support effective and accountable Syrian security and justice (S&J) actors in Aleppo Idlib and Latakia, and build their capacity to deliver services that are more responsive to local community security needs, and enable local stakeholders to engage meaningfully in the planning and delivery of S&J services.
- Chemonics' **Syria Regional Program (SRP)** has transported over \$30,000,000 in goods and equipment of all types into Syria. Chemonics ensures safe delivery by closely researching and monitoring shipping routes before sending items, choosing credible logistics firms, and closely coordinating with our recipients and contacts in Syria to meet, supervise, and escort shipments.
- Integrity have considerable **Third Party Monitoring** experience across three separate Syria projects: real time monitoring of CARE International humanitarian assistance; monitoring of food, nutrition and non-food item programmes implemented by WFP, UNICEF and UNRWA. Integrity is also conducting an evaluation of ICSP/AJACS – focussing on the relevance of the theory of change and the applicability of the indicators and means of verification which the implementing partners put in place.

2. ASI commercial tender - pricing model <https://www.pdf-archive.com/2020/09/04/asi-commercial-tender---pricing-model/asi-commercial-tender---pricing-model.pdf>
(<https://www.pdf-archive.com/2020/09/04/asi-commercial-tender---pricing-model/asi-commercial-tender---pricing-model/asi-commercial-tender---pricing-model.pdf>)

commercial-tender---pricing-model.pdf)

Here is the archive with all the files relating to the project.
https://anonfiles.com/h7Ac93Rfo4/Complete_Syria_Rapid_Response_rar
 (https://anonfiles.com/h7Ac93Rfo4/Complete_Syria_Rapid_Response_rar)

CONFLICT, STABILITY AND SECURITY FUND (CSSF): SYRIA PEACE BUILDING

The programme sought to identify and support local civil society groups and activists. Implementers had to provide mentoring to civil society actors and organisations, through peer to peer support and/or remote mentoring. They also had to support coordination between existing civil society networks and formal political institutions. One of the key requirements to a bidder was to have existing good relationships with major Syrian civil society organisations, ideally including relationships with existing regional and national networks.

The initial contract was for 8 months, beginning early August 2017 and ending in March 2018.

Files with FCO Requirements:

02 ITT_1774 Statement of Requirement <https://www.pdf-archive.com/2020/09/04/02-itt1774-statement-of-requirement/02-itt1774-statement-of-requirement.pdf> (https://www.pdf-archive.com/2020/09/04/02-itt1774-statement-of-requirement/02-itt1774-statement-of-requirement.pdf)

Bidders:

ARK F.Z.C.

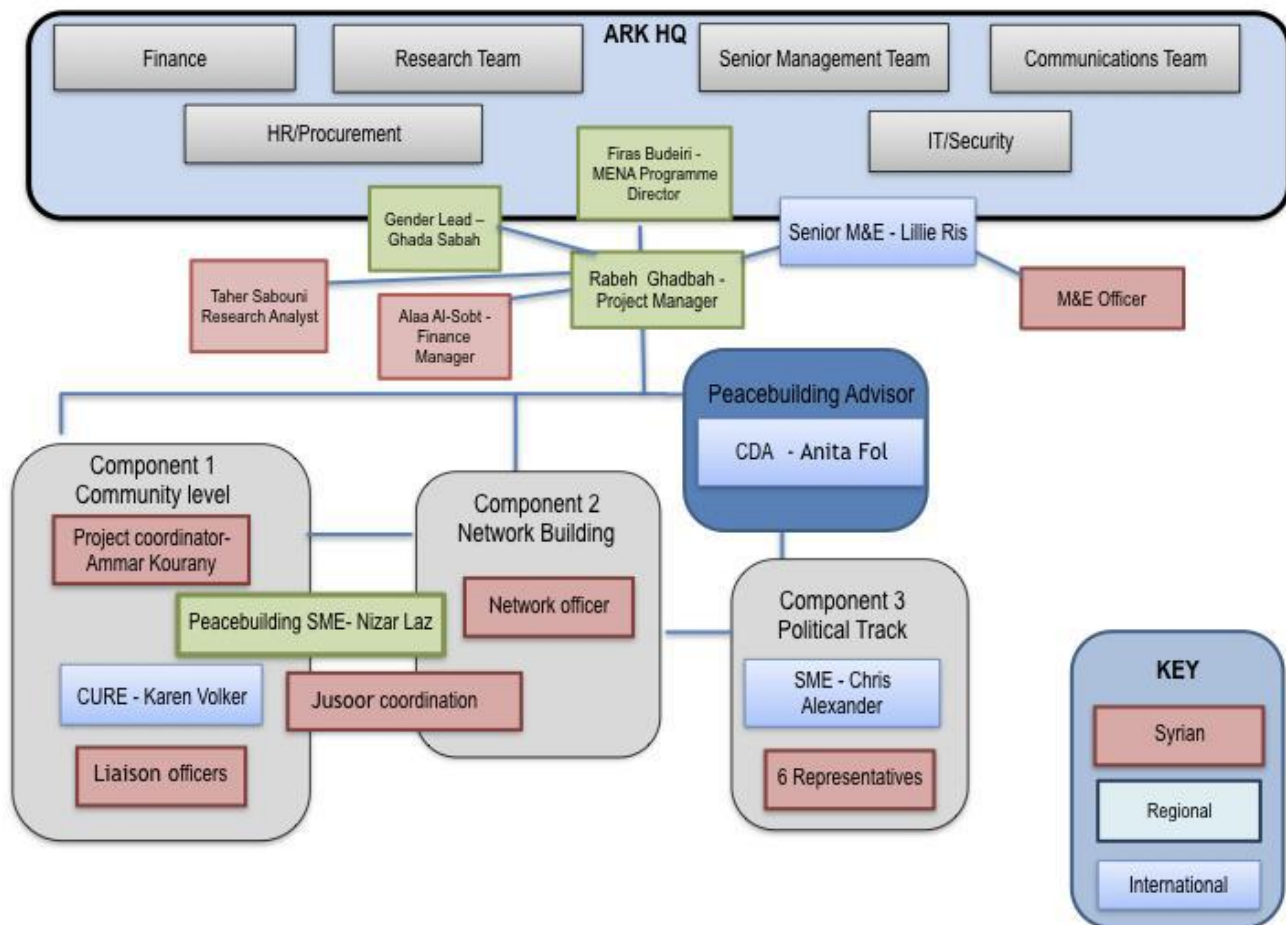
ARK files:

1. 1.1.2 Staff and Duty of Care <https://www.pdf-archive.com/2020/09/04/112-staff-and-duty-of-care/112-staff-and-duty-of-care.pdf> (https://www.pdf-archive.com/2020/09/04/112-staff-and-duty-of-care/112-staff-and-duty-of-care.pdf)
2. 1.1.3 Operating Environment and Risk Management <https://www.pdf-archive.com/2020/09/04/113-operating-environment-and-risk-management/113-operating-environment-and-risk-management.pdf> (https://www.pdf-archive.com/2020/09/04/113-operating-environment-and-risk-management/113-operating-environment-and-risk-management.pdf)
3. 1.1.4 Overall approach, methodology and proposed milestones <https://www.pdf-archive.com/2020/09/04/114-overall-approach-methodology-and-proposed-milestones/114-overall-approach-methodology-and-proposed-milestones.pdf> (https://www.pdf-archive.com/2020/09/04/114-overall-approach-methodology-and-proposed-milestones/114-overall-approach-methodology-and-proposed-milestones.pdf)

Programming in Syria since 2012, ARK had been able to create its own network of Syrian organization and establish connections with:

- **Jusoor** , a Syrian organisation with offices in Istanbul, Gaziantep, Idlib, and Hasakeh.

- **Cure Violence** , that worked extensively in Iraq and Syria, and previously trained over 200 Syrians through a partnership with the American Islamic Council
- Istanbul-based Syrian CSO **Badael**
- **Swisspeace** that has created several Syrian civil society groups providing direct advice to the UN Special Envoy for Syria in relevant and urgent topics affecting citizens. These groups
- **Women's Advisory Board** (WAB) and **Civil Society Support Room** (CSSR) - are composed of civil organisations and activists with expertise in those topics proposed by Swisspeace.



4. 1.1.5 Gender inclusivity and social inclusion <https://www.pdf-archive.com/2020/09/04/115-gender-inclusivity-and-social-inclusion/115-gender-inclusivity-and-social-inclusion.pdf>
(<https://www.pdf-archive.com/2020/09/04/115-gender-inclusivity-and-social-inclusion/115-gender-inclusivity-and-social-inclusion.pdf>)

5. 1.1.6 Contract Management Quality Assurance <https://www.pdf-archive.com/2020/09/04/116-contract-management-quality-assurance/116-contract-management-quality-assurance.pdf>
(<https://www.pdf-archive.com/2020/09/04/116-contract-management-quality-assurance/116-contract-management-quality-assurance.pdf>)

6. 1.2.1 Due Diligence <https://www.pdf-archive.com/2020/09/04/121-due-diligence/121-due-diligence.pdf>
(<https://www.pdf-archive.com/2020/09/04/121-due-diligence/121-due-diligence.pdf>)

7. Completed Attachment 4 - Pricing Model <https://www.pdf-archive.com/2020/09/04/completed-attachment-4---pricing-model/completed-attachment-4---pricing-model.pdf> ([https://www.pdf-archive.com/2020/09/04/completed-attachment-4---pricing-model.pdf](https://www.pdf-archive.com/2020/09/04/completed-attachment-4---pricing-model/completed-attachment-4---pricing-model.pdf))

Here is the archive with all the files relating to the project.
https://anonfiles.com/31Db90R8of/Complete_CSSF_PeaceBuilding_rar
 (https://anonfiles.com/31Db90R8of/Complete_CSSF_PeaceBuilding_rar)

SYRIA MODERATE OPPOSITION RESILIENCE (MOR) STRATEGIC COMMUNICATIONS PROJECT

This work was commissioned by the Syria Conflict Stability and Security Fund (Syria CSSF) and had to be delivered through the selection, training, support and communications mentoring of Syrian activists who abided by a set of values that were consistent with UK policy. A partnership was required, between the UK (delivered through an implementing partner) and the selected Syrians. All media content had to be Syrian-developed and Syrian-delivered.

Target audiences:

- a. Primary: Syrian men and women living in opposition-held (extremist and moderate) Syria, with a particular focus on areas where Syria CSSF programming took place.
- b. Secondary: The international community, specifically the Syrian focused international media and Syrian opinion formers.

This was a seven month (+1 year) communication project running from 1 Sept 2017 to 31 Mar 19

Files with FCO Requirements:

1. 02 ITT_1836 SOR Syria Resilience Stratcom Project v1.0-FINAL <https://www.pdf-archive.com/2020/09/04/02-itt1836-sor-syria-resilience-stratcom-project-v10-final/02-itt1836-sor-syria-resilience-stratcom-project-v10-final.pdf> (<https://www.pdf-archive.com/2020/09/04/02-itt1836-sor-syria-resilience-stratcom-project-v10-final/02-itt1836-sor-syria-resilience-stratcom-project-v10-final.pdf>)
2. 04 ITT_1836_Price Model 7525 v0.2 <https://www.pdf-archive.com/2020/09/04/04-itt1836price-model-7525-v02/04-itt1836price-model-7525-v02.pdf> (<https://www.pdf-archive.com/2020/09/04/04-itt1836price-model-7525-v02/04-itt1836price-model-7525-v02.pdf>)

Bidders:

ALBANY

Albany files:

1. A(1) Methodology. <https://www.pdf-archive.com/2020/09/04/a1-methodology/a1-methodology.pdf> (<https://www.pdf-archive.com/2020/09/04/a1-methodology/a1-methodology.pdf>)

Albany communications networks included Enab Baladi, Saatchi and extensive local network of over 55 stringers, reporters and videographers:

Our approach stands on the strength and credibility of our local networks, which provide extensive reach, coverage, and insight into all areas of opposition (and regime) held Syria. The networks of Enab Baladi and Saatchi will be incorporated, resourced, and strengthened while at the same time networks that have worked with HMG projects to date will also be included, creating a seamless transition. Through our existing local contacts including those established with the SNC through our work on Geneva II, we have also secured the participation of an extensive local network of over 55 stringers, reporters and videographers who have been working on existing CSSF and other donor funded communications projects. These will be impact-multiplied through a cooperative arrangement with a US funded local governance project run by Chemonics and a similarly funded local radio capacity building project run by IREX. This highly inclusive and expansive approach has the merit of building on HMG investments and achievements to date and expanding both output and impact. The networks overlap with each other, creating the benefits of coverage and redundancy in a high-risk environment.

Enab Baladi in detail:

Work started with publishing a newspaper aimed at covering news on the ground and conveying the peaceful message of the Syrian people. In January 2012, issue #0 was published and distributed in Daraya. Since then, the newspaper has been in print each week, growing exponentially from an amateur-run entity into one of the most prominent Syrian media organizations according to BBC Syria.^[1] EB is now an umbrella under which several media products are published, including: Enab Baladi Weekly Newspaper,^[2] Enab Online Arabic News Service Website,^[3] Enab Online English News Service Website,^[5] Enab Video, Enab Baladi Investigative Journalism Unit, and The Syrian Newspapers Archive.^[4] EB's publishing channels on social media include Facebook pages with around one million fans and mobile apps that receive millions of page views every month. These projects are supported by a large network of reporters and journalists on the ground in Syria.

Albany's plans to use Enab Baladi resources to disseminate the project's communications products:

Dissemination of MOR communications products through the following <u>Enab</u> platforms:	
<ul style="list-style-type: none"> 15 video reports published every month including weekly episodes of TV show 	<ul style="list-style-type: none"> 30 news/articles/reports on average published on daily basis and disseminated
<ul style="list-style-type: none"> 5,500 Weekly newspaper hard copies printed and distributed inside Syria and to Syrian refugees in Turkey every week (Digital copies of the newspaper are distributed through mailing list to 2000 subscribers) 	<ul style="list-style-type: none"> 15 reports/news/articles on average translated every month and published on English news website and disseminated through social media to Western English speaking audience
<u>Enab Baladi</u> implemented training, mentoring and capacity building of Syrian journalists and media professionals, supported by Albany and Saatchi, so that they can produce more and better content in the areas of:	
<ul style="list-style-type: none"> Video Journalism 	<ul style="list-style-type: none"> Marketing and Advertising for Media Organizations
<ul style="list-style-type: none"> Mobile Journalism 	<ul style="list-style-type: none"> Advanced Editorial Policies and Journalism Style
Supporting and building a capacity in investigative journalism that support the notions of Syrian moderate democratic unity (Objective 1) and the abuses of the regime (Objective 2), with mentoring and coaching from Albany and Saatchi.	
<ul style="list-style-type: none"> Training on In-Depth and Investigative Journalism 	<ul style="list-style-type: none"> Production of 7 in-depth reports in collaboration/mentoring with/from UK

Albany hired a Syrian to get in touch with various armed opposition groups:

In order to facilitate credible access, maximize flexibility, and ensure project resonance, Albany intends to hire a Syrian staff member, Mr. Ammar Kourany, who has a proven track record of managing relationships with armed groups in the context of stabilisation, development, and humanitarian programming. This MAO engagement leader has deep credibility with key groups including (north) Failaq ash-Sham, Jabha Shammiyeh, Jaysh Idleb al Hur, Ahrar ash-Sham, (center) Jaysh al Islam, Failaq al Rahman, and (south) Jaysh Tahrir in the south and experience in development, communications, research and analysis, as well as assessments and evaluations. The engagement leader will provide a conduit for Consortium support in developing

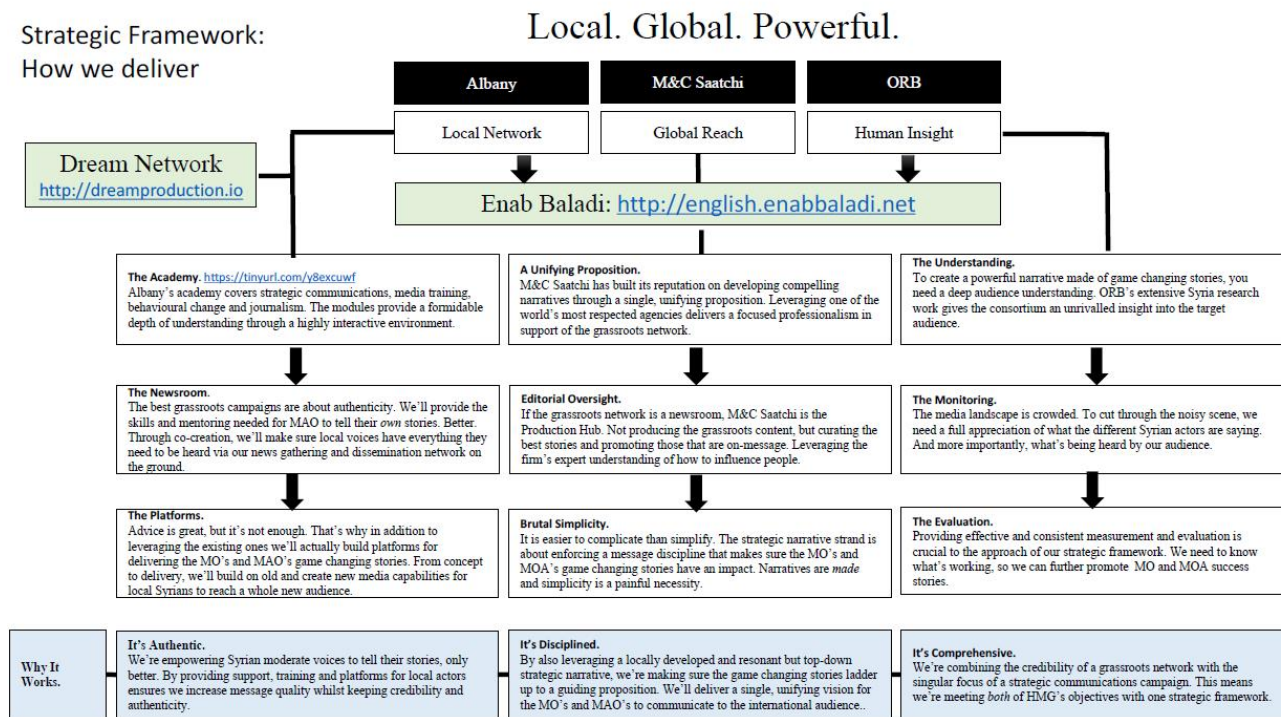
Albany's tactics to collect local stories which support their core narrative, assess them and disseminate if needed:

Curate: This is about collecting and organising stories and content that support and reinforce the core narrative. The cultivated raw material will be collected by the individual network members and contributors and archived and assessed by the Newsroom and fed into the production cycle and either made available for rapid distribution or identified for further development and use via the Production Hub. This will be a constant mutually reinforcing iterative process that will continuously improve the speed and quality of production and distribution.

Disseminate: The curated product will then be distributed directly from the Newsroom via local news outlets, various Facebook accounts and other online platforms or, after further development, via the Production Hub and the international media. Both the raw and more developed products will be recycled through all platforms including point-to-point communications to be aggregated on personal high influence as well curated social media sites and pages. Printed products such as newspapers, newsletters and cartoon books as well as promotional materials like tee shirts and hats will be distributed via specific plans according to product and target audience via established distribution hubs that ensure that the in country distribution teams receive their requisite allocations. A chart showing some of indicative platforms is a **Enclosure 3**.

2. Enclosure 1 ToC Syria <https://www.pdf-archive.com/2020/09/04/enclosure-1-toc-syria/enclosure-1-toc-syria.pdf> (<https://www.pdf-archive.com/2020/09/04/enclosure-1-toc-syria/enclosure-1-toc-syria.pdf>)

3. Enclosure 2 Strategic Framework Diagram <https://www.pdf-archive.com/2020/09/04/enclosure-2-strategic-framework-diagram/enclosure-2-strategic-framework-diagram.pdf> (<https://www.pdf-archive.com/2020/09/04/enclosure-2-strategic-framework-diagram/enclosure-2-strategic-framework-diagram.pdf>)



4. Enclosure 3 Indicative Platforms <https://www.pdf-archive.com/2020/09/04/enclosure-3-indicative-platforms/enclosure-3-indicative-platforms.pdf> (<https://www.pdf-archive.com/2020/09/04/enclosure-3-indicative-platforms/enclosure-3-indicative-platforms.pdf>)

5. Enclosure 4 Project Structure Organogram <https://www.pdf-archive.com/2020/09/04/enclosure-4-project-structure-organogram/enclosure-4-project-structure-organogram.pdf> (<https://www.pdf-archive.com/2020/09/04/enclosure-4-project-structure-organogram/enclosure-4-project-structure-organogram.pdf>)

6. itt. 1836 1.4.2. Timeline. Albany <https://www.pdf-archive.com/2020/09/04/itt-1836-142-timeline-albany/itt-1836-142-timeline-albany.pdf> (<https://www.pdf-archive.com/2020/09/04/itt-1836-142-timeline-albany/itt-1836-142-timeline-albany.pdf>)

7. itt. 1836 1.4.3. Project Team <https://www.pdf-archive.com/2020/09/04/itt-1836-143-project-team/itt-1836-143-project-team.pdf> (<https://www.pdf-archive.com/2020/09/04/itt-1836-143-project-team/itt-1836-143-project-team.pdf>)

8. itt. 1836 1.4.4 Resource CVs <https://www.pdf-archive.com/2020/09/04/itt-1836-144-resource-cvs/itt-1836-144-resource-cvs.pdf> (<https://www.pdf-archive.com/2020/09/04/itt-1836-144-resource-cvs/itt-1836-144-resource-cvs.pdf>)

9. itt.1836 1.3.4. Duty of Care. Albany <https://www.pdf-archive.com/2020/09/04/itt1836-134-duty-of-care-albany/itt1836-134-duty-of-care-albany.pdf> (<https://www.pdf-archive.com/2020/09/04/itt1836-134-duty-of-care-albany/itt1836-134-duty-of-care-albany.pdf>)

10. itt.1836 1.5.1. Due Diligence procedures. Albany <https://www.pdf-archive.com/2020/09/04/itt1836-151-due-diligence-procedures-albany/itt1836-151-due-diligence-procedures-albany.pdf> (<https://www.pdf-archive.com/2020/09/04/itt1836-151-due-diligence-procedures-albany/itt1836-151-due-diligence-procedures-albany.pdf>)

11. itt.1866 1.3.1. Risk Assessment. Albany <https://www.pdf-archive.com/2020/09/04/itt1866-131-risk-assessment-albany/itt1866-131-risk-assessment-albany.pdf> (<https://www.pdf-archive.com/2020/09/04/itt1866-131-risk-assessment-albany/itt1866-131-risk-assessment-albany.pdf>)
12. itt_1836 1.3.3. Technical Quality Gender <https://www.pdf-archive.com/2020/09/04/itt1836--133-technical-quality-gender/itt1836--133-technical-quality-gender.pdf> (<https://www.pdf-archive.com/2020/09/04/itt1836--133-technical-quality-gender/itt1836--133-technical-quality-gender.pdf>)
13. itt_1836 1.3.2. Conflict Sensitivity. Albany <https://www.pdf-archive.com/2020/09/04/itt1836-132-conflict-sensitivity-albany/itt1836-132-conflict-sensitivity-albany.pdf> (<https://www.pdf-archive.com/2020/09/04/itt1836-132-conflict-sensitivity-albany/itt1836-132-conflict-sensitivity-albany.pdf>)
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ARK F.Z.C.

ARK files:

1. 1.2.1 Methodology <https://www.pdf-archive.com/2020/09/04/121-methodology/121-methodology.pdf> (<https://www.pdf-archive.com/2020/09/04/121-methodology/121-methodology.pdf>)

ARK bragged that it had successfully doubled the Idlib City Council Facebook followers and increased video views on its page from 3,000 to 60,000 within one month.

CAPACITY BUILDING AND COORDINATED CAMPAIGNS: The consortium will provide this training, capacity building and ongoing mentoring to moderate opposition entities agreed on in coordination with HMG. ARK has already piloted this approach very effectively with the Idlib City Council, doubling its Facebook followers and increasing video views on its page from 3,000 to an average of 60,000 in one month. The consortium will work with these moderate entities to develop coordinated campaigns using shared branding and hashtags, to create coherent, unified and impactful messaging, and ARK and TGSN will build on their existing cooperation with the communications teams of CSSF and other donor-funded projects to include them in these campaigns, bringing critical mass to messaging outputs.

ARK explained how it planned to develop credible spokespeople for the project:

CREDIBLE SPOKESPEOPLE: The capacity building component of the consortium's strategy will leverage the success TGSN has had in developing credible spokespeople for the MAO project, by identifying a small number of civilian spokespeople who will be provided with training and mentoring to act as credible interlocutors for regional and international media. ARK and TGSN have well-established contacts with numerous key media organisations including Al Jazeera, Al Arabiya, Orient, Sky News Arabic, CNN, BBC, BBC Arabic, The Times, The Guardian, FT, NYT, Reuters and others. Through these contacts, the spokespeople will be able to respond to regime abuses while also promoting the successes of the moderate opposition and credibly re-framing the narrative that all opposition areas are dominated by extremists. The availability of both credible spokespeople and well-trained and connected local governance media offices will be the foundation of this new approach, moving from reactive news output to a proactive, narrative-formation strategy.

2. 1.3.1 Risk <https://www.pdf-archive.com/2020/09/04/131-risk/131-risk.pdf> (<https://www.pdf-archive.com/2020/09/04/131-risk/131-risk.pdf>)

3. 1.3.2 Conflict Sensitivity <https://www.pdf-archive.com/2020/09/04/132-conflict-sensitivity/132-conflict-sensitivity.pdf> (<https://www.pdf-archive.com/2020/09/04/132-conflict-sensitivity/132-conflict-sensitivity.pdf>)

4. 1.3.3 Gender <https://www.pdf-archive.com/2020/09/04/133-gender/133-gender.pdf> (<https://www.pdf-archive.com/2020/09/04/133-gender/133-gender.pdf>)

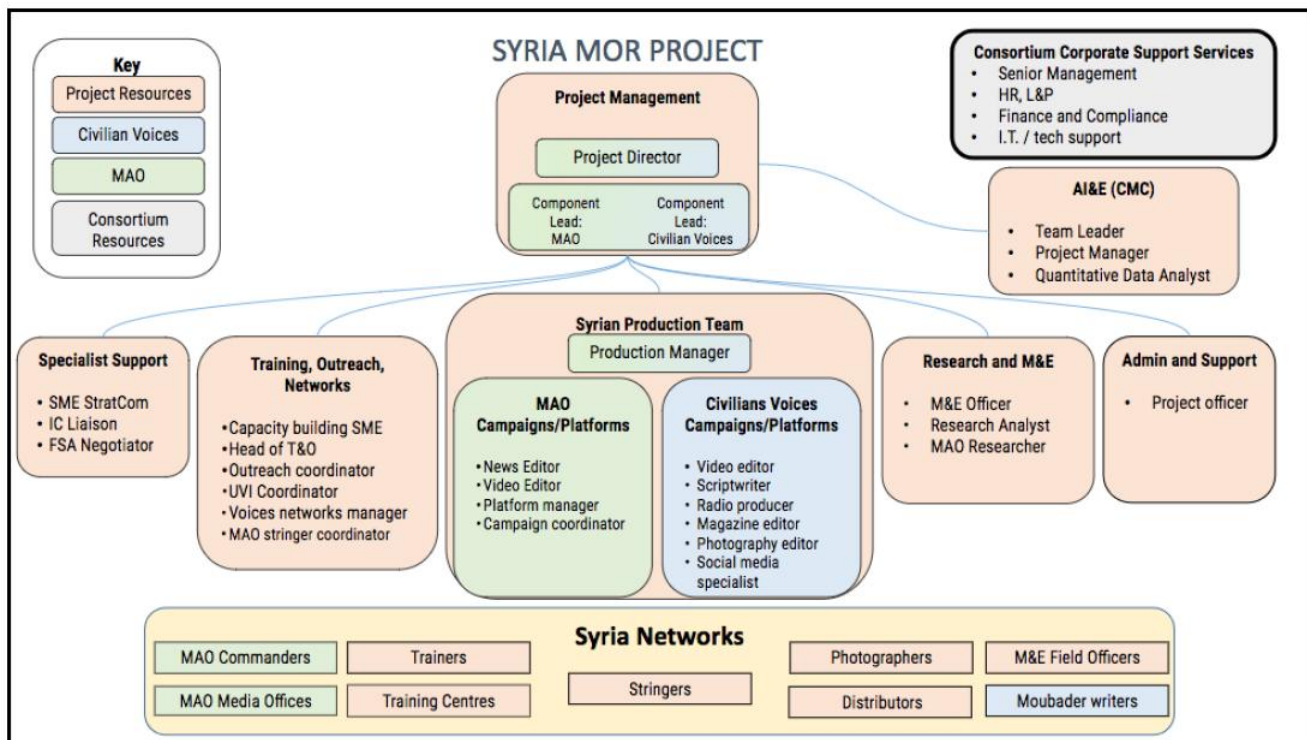
5. 1.3.4 Duty of Care <https://www.pdf-archive.com/2020/09/04/134-duty-of-care/134-duty-of-care.pdf> (<https://www.pdf-archive.com/2020/09/04/134-duty-of-care/134-duty-of-care.pdf>)

6. 1.4.1 ME <https://www.pdf-archive.com/2020/09/04/141-me/141-me.pdf> (<https://www.pdf-archive.com/2020/09/04/141-me/141-me.pdf>)

7. 1.4.2 Timeline <https://www.pdf-archive.com/2020/09/04/142-timeline/142-timeline.pdf> (<https://www.pdf-archive.com/2020/09/04/142-timeline/142-timeline.pdf>)

8. 1.4.3 Project Team <https://www.pdf-archive.com/2020/09/04/143-project-team/143-project-team.pdf> (<https://www.pdf-archive.com/2020/09/04/143-project-team/143-project-team.pdf>)

ARK's proposed project organogram:



9. 1.4.4 CVs <https://www.pdf-archive.com/2020/09/04/144-cvs/144-cvs.pdf> (<https://www.pdf-archive.com/2020/09/04/144-cvs/144-cvs.pdf>)

10. 1.5.1 Due Diligence <https://www.pdf-archive.com/2020/09/04/151-due-diligence/151-due-diligence.pdf> (<https://www.pdf-archive.com/2020/09/04/151-due-diligence/151-due-diligence.pdf>)

11. Pricing Model <https://www.pdf-archive.com/2020/09/04/pricing-model/pricing-model.pdf> (<https://www.pdf-archive.com/2020/09/04/pricing-model/pricing-model.pdf>)

Financial Year Ending	3.31.2018 Year 1	3.31.2019 Year 2
Key Staff (£)	1 414 655,74	0
Travel and Visas (£)	13 237,00	0
Personal Equipment (£)	26 241,00	0
On Site Expenses (£)	68 155,00	0
Other Expenses (£)	783 109,52	0
TOTALS	£2 305 398,26	£0,00
	Check Total	Check Total
	890 742,52	0,00

Here is the archive with all the files relating to the project.
https://anonfiles.com/v5Gf93R6oc/Complete_MOR_Resilience_rar
 (https://anonfiles.com/v5Gf93R6oc/Complete_MOR_Resilience_rar)

See our Taming Syria II investigation here <https://freenet.space/read-blog/276> (./read-blog/276)

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