This is the second part of our Taming Syria investigation.

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

See our Taming Syria I investigation here: https://freenet.space/read-blog/275 (../read-blog/275)

Greetings! We are Anonymous.

SYRIA - STRATEGIC COMMUNICATIONS, RESEARCH, MONITORING EVALUATION (ME), OPERATIONAL SUPPORT

Bidders had to be able to deliver HMG funded programmes in three areas:

1. **Strategic communications** : managing communications influence campaigns in or in relation to conflict affected states, engaging target audiences: in country at the grassroots level, nationally, regionally, and internationally. Capacity building of local independent media

platforms, with activist groups, local councils and civil society organisations. Mentoring, training and coaching for enhanced delivery of media services, including digital and social media, etc.

2. **Research, and monitoring and evaluation:** programmatic monitoring and evaluation services including information gathering to profile, create baselines as well as to assist in the generation of measures of effect and indicators for impact assessment, etc.

3. **Operational support:** quickly hire and mobilise expert staff internationally, and locally in the region from a range of thematic backgrounds and functional areas, that were well versed in operating in the region and in conflict affected contexts. Provide a range of services to develop the capacity and credibility of a nascent political institution or transitional authority. This included but wasn't limited to provision of experts, mentors, instructors, training teams, equipment, technical services, legal assistance, and capacity substitution, etc.

The project commenced in 2014.

Files with FCO Requirements:

1. ATTACHMENT 4 - SoR's https://www.pdf-archive.com/2020/09/04/attachment-4---sors/attachment-4---sors.pdf (https://www.pdf-archive.com/2020/09/04/attachment-4---sors/attachment-4---sors.pdf)

2. ATTACHMENT 4.2 - Call-Off Terms of Reference https://www.pdf-archive.com/2020/09/04/attachment-42---call-off-terms-of-reference/attachment-42---call-off-terms-of-reference.pdf (https://www.pdf-archive.com/2020/09/04/attachment-42---call-off-terms-of-reference/attachment-42---call-off-terms-of-reference.pdf)

Bidders:

ARK F.Z.C.

ARK files:

1. 1. 6 .3 ARK Business Activities https://www.pdf-archive.com/2020/09/04/1-6-3-ark-business-activities/1-6-3-ark-business-activities.pdf (https://www.pdf-archive.com/2020/09/04/1-6-3-ark-business-activities/1-6-3-ark-business-activities.pdf)

2. ARK 1.2.5 CORPORATE OWNERSHIP CHART https://www.pdf-archive.com/2020/09/04/ark-125-corporate-ownership-chart/ark-125-corporate-ownership-chart.pdf (https://www.pdf-archive.com/2020/09/04/ark-125-corporate-ownership-chart/ark-125-corporate-ownership-chart.pdf)

3. ARK 1.2.23 Supply Chain https://www.pdf-archive.com/2020/09/04/ark-1223-supply-chain/ark-1223-supply-chain.pdf (https://www.pdf-archive.com/2020/09/04/ark-1223-supply-chain/ark-1223-supply-chain.pdf)

4. Company experience. ARK 2.1.3 https://www.pdf-archive.com/2020/09/04/ark-213/ark-213.pdf (https://www.pdf-archive.com/2020/09/04/ark-213/ark-213.pdf)

5. Example scheme of providing salary stipends and operational funds to Free Syria Police. ARK 2.1.4 https://www.pdf-archive.com/2020/09/04/ark-214/ark-214.pdf (https://www.pdf-archive.com/2020/09/04/ark-214/ark-214.pdf)

6. ARK and its justice sector partner Tsamota supported the establishment of the Syrian Commission for Justice and Accountability (SCJA). The SCJA had grown to be a majority-Syrian not-for-profit organisation with over 90 staff. ARK 2.1.8 https://www.pdf-archive.com/2020/09/04/ark-218/ark-218.pdf (https://www.pdf-archive.com/2020/09/04/ark-218/ark-218.pdf)

7. ARK's established Syrian communications team in Turkey/Syria. ARK 2.2.3 https://www.pdf-archive.com/2020/09/04/ark-223/ark-223.pdf (https://www.pdf-archive.com/2020/09/04/ark-223/ark-223.pdf)

ARK was behind the anti-regime protests in Saraqeb, Idlib, in 2013:

> additionally received over 200,000 YouTube views. Examples of the impact of ARK's pan-Arab reports include the eruption of anti-regime protests in Saraqeb, Idlib, in 2013, after an ARK report on the indefatigable spirit of a struggling female protestor; protestors chanted her name. ARK has almost daily conversations with channels and weekly meetings to engage

ARK used its networks to facilitate links between the Syrian opposition and grassroots media:

> **Syrian external opposition and grassroots media.** ARK has also used its networks to facilitate links between the Syrian political opposition and grassroots media, building the connectivity and understanding that has been lacking between external representatives and internal constituencies. This has been achieved in a variety of ways: both Basma and Baytna, an ARK civil society project, have organised and hosted meetings between the Interim Government (IG) and grassroots media, a notable example being a conference to discuss Geneva II. Basma has profiled National Coalition (NC) figures, created secure online groups for communication, and raised awareness of opposition press conferences and statements amongst grassroots media, recording and passing on footage where possible.

8. Countering Violent Extremism (CVE) programming. ARK 2.2.5 https://www.pdf-archive.com/2020/09/04/ark-225/ark-225.pdf (https://www.pdf-archive.com/2020/09/04/ark-225/ark-225.pdf)

ARK ran Twitter and Facebook page on behalf of the Syrian Civil Defence teams:

As part of its programming to build a CD capability in Syria, ARK also developed an internationally-focused communications campaign designed to raise global awareness of the teams and their life saving work. As a key part of this campaign, ARK created and continues to run a Twitter feed and Facebook page on behalf of the Syrian Civil Defence teams, posting photos and updates on their activities in English throughout the day. This has received high profile recognition from international websites and commentators, resulting in a number of international TV features and articles on civil defence activities. New York-based advocacy group The Syria Campaign (TSC) reached out to the civil defenders through the Twitter feed, and following subsequent discussions with ARK and the teams, selected civil defence to front its campaign to keep Syria in the news. With ARK's guidance, TSC also attended ARK's civil defence training sessions to create media content for its #WhiteHelmets campaign which launched in August 2014 and has since gone viral. As a result of this campaign and HMG support, two civil defenders have been invited to form part of the Syrian opposition delegation to the UN General Assembly in September 2014.

9. Network of FM radio stations and community magazines inside Syria. ARK 2.2.6 https://www.pdf-archive.com/2020/09/04/ark-226/ark-226.pdf   (https://www.pdf-archive.com/2020/09/04/ark-226/ark-226.pdf)

10. Development of a core Syrian opposition narrative. ARK 2.2.7 https://www.pdf-archive.com/2020/09/04/ark-227/ark-227.pdf   (https://www.pdf-archive.com/2020/09/04/ark-227/ark-227.pdf)

11. Building press office function capacity of the National Coalition (NC) and media offices affiliated to Syrian opposition institutions, including the NC Presidency, Interim Government (IG), Assistance Coordination Unit (ACU), and Free Syrian Army (FSA). ARK 2.2.8 https://www.pdf-archive.com/2020/09/04/ark-228/ark-228.pdf   (https://www.pdf-archive.com/2020/09/04/ark-228/ark-228.pdf)

12. Mentoring, coaching and facilitation services for media training. ARK 2.2.9 https://www.pdf-archive.com/2020/09/04/ark-229/ark-229.pdf   (https://www.pdf-archive.com/2020/09/04/ark-229/ark-229.pdf)

13. Trainings on a range of media topics, from citizen journalism workshops with Syrian media activists, to working with senior members of the National Coalition to develop a core communications narrative. ARK 2.2.10 https://www.pdf-archive.com/2020/09/04/ark-2210/ark-2210.pdf (https://www.pdf-archive.com/2020/09/04/ark-2210/ark-2210.pdf)

More than 150 activists were trained and equipped by ARK:

Citizen journalism. ARK has run numerous citizen journalism training courses, through Basma, ARK's grassroots communications project, in ARK's specialist residential training centre in southern Turkey, as well as in-country in Syria and online. More than 150 activists have been trained and equipped by ARK on topics from the basics of camera handling, lighting, and sound to producing reports, journalistic safety, online security, and ethical reporting. A series of courses ran from late 2012 through to 2014, punctuated by a media activist conference hosted by Basma in February 2013 attended by more than 200 beneficiaries. Amongst other topics, the conference agreed the importance of coordinated and cohesive messaging between the numerous activist groups represented and the need for improved technical capabilities; closed online groups were subsequently created and mentored by Basma to facilitate this. Run by a well-known ARK-employed Syrian citizen journalist trainer, Basma's subsequent residential workshop series then sought to train activists either from or linked to this original group. At first, in an effort to both up-skill beneficiaries and improve local coordination, activists were invited by governorate for the multi-day training courses; the final trainings then progressed to pan-governorate coordination, with activists invited from several different governorates. Trainings were run on a monthly basis. After each course, closed online groups for participants were created and run by Basma, which allowed for ongoing mentoring. The trainings were oversubscribed, and in a reflection of their success, many beneficiaries subsequently became stringers for pan-Arab stations or became part of Basma's network as stringers and disseminators: nine of the current sixteen Al Jazeera stringers in Syria were trained by ARK.

ARK helped draft an acceptance speech for the interim government ex-Prime Minister Ahmad Tomeh:

Speeches. As part of its routine activity, ARK works closely with (and is often asked by) members of the political opposition to input and provide advice on speeches and other media appearances. ARK helped draft an acceptance speech for current IG Prime Minister Ahmad Tomeh prior to his appointment, for example, and also advised Monzer Akbiq, Media Advisor to the then-President of the NC, Ahmad al-Jarba, on international statements.

14. ARK technical staff in detail. ARK 2.2.12 https://www.pdf-archive.com/2020/09/04/ark-2212/ark-2212.pdf (https://www.pdf-archive.com/2020/09/04/ark-2212/ark-2212.pdf)

15. ARK, as a company that had specialised in Syria programming for more than three years, had access to a wide-range of networks in Syria. ARK 2.2.13 https://www.pdf-archive.com/2020/09/04/ark-2213/ark-2213.pdf (https://www.pdf-archive.com/2020/09/04/ark-2213/ark-2213.pdf)

ARK trained over 1,400 beneficiaries representing over 210 beneficiary organisations in more than 130 workshops, and disbursed more than 53,000 individual pieces of equipment. This network reached into all of Syria's 14 governorates (see map below):

61 stringers; 17 teams of distributors;
14 FM radio stations; 11 community magazines; two local TV stations;
17 Civil Defence teams in Aleppo; 16 in Idlib;
58 police stations in Aleppo; 32 in Idlib; eight in Latakia;
10 Syrian field researchers; 60 Syrian researchers who can conduct broad-based population surveys (a survey study in May 2014 reached 1,300 individuals); a focus group database of over 800 individuals;
Dozens of Local Councils; judicial courts; documentation centres; and
A variety of other organisations.
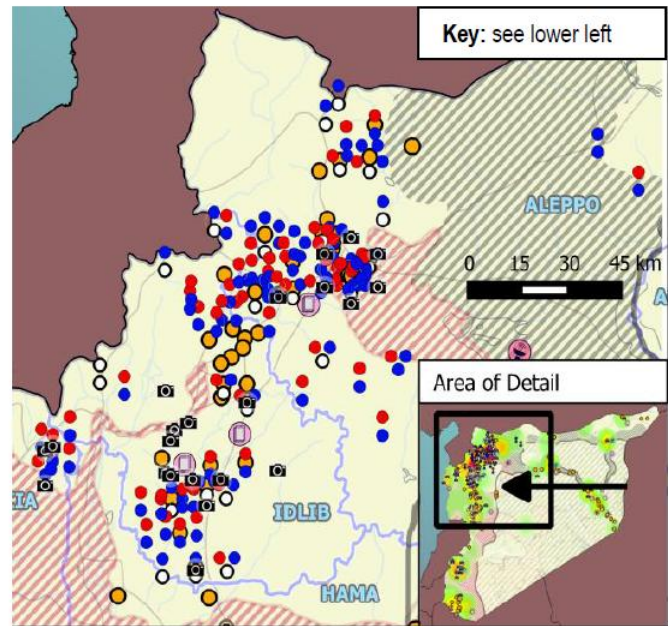
16. ARK employed a multi-national project team with extensive experience managing programmes and conducting research funded by many different governmental clients in Lebanon, Jordan, Syria, Yemen, Turkey, the Palestinian Territories, Iraq and other conflict-affected states. ARK 2.2.14 https://www.pdf-archive.com/2020/09/04/ark-2214/ark-2214.pdf (https://www.pdf-archive.com/2020/09/04/ark-2214/ark-2214.pdf)

The following excerpt needs no comment. Media activists, civil society organisations, human rights defenders, refugee communities, IT managers, Interim Government PM, senior members of the Free Syrian Army and many others were in the ARK's network:

ARK's Syria programme team is 40% Syrian and comprises Sunni Arab, Kurdish, Alawite and Christian Syrian staff from throughout the country. Three years of investment and complex government (including HMG) programming through ARK to support Syrian opposition and political groups, local governance entities, nascent civil society organisations, human rights defenders, media activists, defected police and justice actors, opposition armed groups and civil defence teams has led to the cumulative development of a broad range of relationships with Syrian networks (as well as refugee communities in Jordan, Turkey, and Lebanon). In addition to dedicated network and relationship managers, ARK's Syrian IT manager maintains a searchable database of all training and equipment beneficiaries, as well as network contacts, including biodata and vetting data, contact details and organisational affiliation. Relationships of trust have been built over years; ARK staff are in regular contact with activists and civil society actors whom they initially met during the outbreak of protests in spring 2011. These established relationships range from the National Coalition President and the Interim Government Prime Minister (whom ARK first met when he participated in a training workshop as a dentist from Dayr az-Zawr), and its associated Ministries, to senior members of the Free Syrian Army, Provincial and Local Council leaders, the Commands of the Free Syrian Police (which ARK helped establish in 2013-2014), the beneficiaries of the many training courses ARK has run, and the extensive network of civil society and community actors that ARK has helped through a dedicated capacity building centre ARK established in Gaziantep and ran through its registered Turkish affiliate, 'Project and Programme Management' (PPM). Twenty-five percent of ARK's staff are Turkish, facilitating local operations in Turkey, the main base for ARK's Syria programming. Utilised for research, needs assessments, and Monitoring and Evaluation, ARK also maintains a majority Syrian bilingual primary research Focus Group Unit (FGU) that can mobilise dozens of trained Syrian researchers able to access thousands of Syrians throughout the country. Through ARK, HMG can benefit from programmatic and funding synergies with other governmental clients, which have been developed through years of work on the Syria conflict, ensuring value for money and amplified programmatic effect.

17. Target Audience Analysis. ARK 2.2.16 https://www.pdf-archive.com/2020/09/04/ark-2216/ark-2216.pdf (https://www.pdf-archive.com/2020/09/04/ark-2216/ark-2216.pdf)

18. Pricing of services. ARK 2.2.17 https://www.pdf-archive.com/2020/09/04/ark-2217/ark-2217.pdf (https://www.pdf-archive.com/2020/09/04/ark-2217/ark-2217.pdf)

19. Participation through the Project Cycle. ARK 2.2.22 https://www.pdf-archive.com/2020/09/04/ark-2222/ark-2222.pdf (https://www.pdf-archive.com/2020/09/04/ark-2222/ark-2222.pdf)

Illustrative example of ARK's activity in Syria:

Basma: Syrian media production. As an example of Syrian involvement and participation in project activity, ARK has run an HMG grassroots strategic communications project known as 'Basma' ('fingerprint' in Arabic) in Turkey/Syria since 2012. Basma currently consists of a well-networked, entirely-Syrian production team based in Gaziantep, in the south of Turkey, with an extensive network of affiliated stringers and other partners in Syria and amongst the external Syrian opposition and diaspora. An external HMG MOD (DSTL) evaluation of Basma in early 2014 assessed that Basma is a "credible, responsive, professional, competent and highly-driven organisation. Basma has an almost-unique capability to message the internal Syrian opposition network, the rest of the Syrian public (including all social groups within Syrian society), and (to a much lesser extent) the international audience… The trust that activists place in Basma has been hard-won and is fragile." It concluded that the capability that Basma had built was "the result of long-term investment in both external donor funding and activist engagement". Finally it stated that, "if the UK wishes to continue to build moderate opposition communications capability and counter-radicalising ideologies within Syria, Basma can and should play a key role in the UK's approach and the UK should continue to invest in Basma", demonstrating both the centrality of Syrians to ARK's project activity and the success that this approach has nurtured.

20. Print media distribution. Risk-sensitive distribution mechanisms. Opposition Media Outlets. Active Network of Contacts and Stringers. ARK 2.2.23 https://www.pdf-archive.com/2020/09/04/ark-2223/ark-2223.pdf (https://www.pdf-archive.com/2020/09/04/ark-2223/ark-2223.pdf)

21. Sample surveys to identify groups or categories as potential target audiences (PTAs). ARK 2.3.6 https://www.pdf-archive.com/2020/09/04/ark-236/ark-236.pdf (https://www.pdf-archive.com/2020/09/04/ark-236/ark-236.pdf)

22. ARK created and ran a Twitter feed and Facebook page on behalf of the Civil Defence teams, posting photos and updates on their activities in English multiple times a day. ARK 2.3.7 https://www.pdf-archive.com/2020/09/04/ark-237/ark-237.pdf (https://www.pdf-archive.com/2020/09/04/ark-237/ark-237.pdf)

23. Stakeholder engagement. ARK 2.3.12 https://www.pdf-archive.com/2020/09/04/ark-2312/ark-2312.pdf (https://www.pdf-archive.com/2020/09/04/ark-2312/ark-2312.pdf)

24. Turkey-based Research and Analysis (RA) capability, staffed entirely by Arabic speakers with experience living and working in Syria, disseminating outputs via a dedicated reporting officer. ARK 2.3.13 https://www.pdf-archive.com/2020/09/04/ark-2313/ark-2313.pdf (https://www.pdf-archive.com/2020/09/04/ark-2313/ark-2313.pdf)

25. Non-exhaustive list of core services provided by ARK. ARK 2.3.15 https://www.pdf-archive.com/2020/09/04/ark-2315/ark-2315.pdf (https://www.pdf-archive.com/2020/09/04/ark-2315/ark-2315.pdf)

26. ARK's Participatory Capacity Self-Assessment Process. ARK 2.4.6 https://www.pdf-archive.com/2020/09/04/ark-246/ark-246.pdf (https://www.pdf-archive.com/2020/09/04/ark-246/ark-246.pdf)

27. ARK carried out 16 Planning for Civil Administration and Transition (PCAT) workshops, working with a total of 330 members of local councils, local coordination committees and other governance actors from eight provinces across Syria. The PCAT model was adopted

by the US government as a delivery template in Syria. ARK 2.4.7, ARK 2.4.8 https://www.pdf-archive.com/2020/09/04/ark-247/ark-247.pdf (https://www.pdf-archive.com/2020/09/04/ark-247/ark-247.pdf)

https://www.pdf-archive.com/2020/09/04/ark-248/ark-248.pdf (https://www.pdf-archive.com/2020/09/04/ark-248/ark-248.pdf)

28. Types of Operational Support services as a standard part of its programming, with examples of pricing. ARK 2.4.9 https://www.pdf-archive.com/2020/09/04/ark-249/ark-249.pdf (https://www.pdf-archive.com/2020/09/04/ark-249/ark-249.pdf)

29. Sustainable mechanisms to provide direct and indirect budget support to Syrian beneficiaries and nascent institutions. ARK 2.4.10 https://www.pdf-archive.com/2020/09/04/ark-2410/ark-2410.pdf (https://www.pdf-archive.com/2020/09/04/ark-2410/ark-2410.pdf)

30. ARK FZC PPM TSN DMCC Licences https://www.pdf-archive.com/2020/09/04/ark-fzc--ppm--tsn-dmcc-licences/ark-fzc--ppm--tsn-dmcc-licences.pdf (https://www.pdf-archive.com/2020/09/04/ark-fzc--ppm--tsn-dmcc-licences/ark-fzc--ppm--tsn-dmcc-licences.pdf)

31. ARK FZC 2013 2012 Financial Statements https://www.pdf-archive.com/2020/09/04/ark-fzc-2013--2012-financial-statements-1/ark-fzc-2013--2012-financial-statements.pdf (https://www.pdf-archive.com/2020/09/04/ark-fzc-2013--2012-financial-statements-1/ark-fzc-2013--2012-financial-statements.pdf)

32. ARK Insurance Binder https://www.pdf-archive.com/2020/09/04/ark-insurance-binder/ark-insurance-binder.pdf (https://www.pdf-archive.com/2020/09/04/ark-insurance-binder/ark-insurance-binder.pdf)

33. COMPLETED Attachment 5 Update - Commercial Costings https://www.pdf-archive.com/2020/09/04/completed-attachment-5-update---commercial-costings/completed-attachment-5-update---commercial-costings.pdf (https://www.pdf-archive.com/2020/09/04/completed-attachment-5-update---commercial-costings/completed-attachment-5-update---commercial-costings.pdf)

Innovative Communications Strategies (InCoStrat), LLC

InCoStrat files:

1. InCoStrat Corp Structure https://www.pdf-archive.com/2020/09/05/incostrat-corp-structure/incostrat-corp-structure.pdf (https://www.pdf-archive.com/2020/09/05/incostrat-corp-structure/incostrat-corp-structure.pdf)

2. A brief summary of capability and experience. 140908-InCoStrat at a glance-release https://www.pdf-archive.com/2020/09/04/140908-incostrat-at-a-glance-release/140908-incostrat-at-a-glance-release.pdf (https://www.pdf-archive.com/2020/09/04/140908-incostrat-at-a-glance-release/140908-incostrat-at-a-glance-release.pdf)

3. 140912 - InCoStrat-2.1.10-Values and standards-Release https://www.pdf-archive.com/2020/09/04/140912---incostrat-2110-values-and-standards-release/140912---incostrat-2110-values-and-standards-release.pdf (https://www.pdf-archive.com/2020/09/04/140912---incostrat-2110-values-and-standards-release/140912---incostrat-2110-values-and-standards-release.pdf)

4. 140912 - InCoStrat-2.2.112.2.12 - media handling-tech skills_Release https://www.pdf-archive.com/2020/09/04/140912---incostrat-22112212---media-handling-tech-skillsrelease/140912---incostrat-22112212---media-handling-tech-skillsrelease.pdf (https://www.pdf-archive.com/2020/09/04/140912---incostrat-22112212---media-handling-tech-skillsrelease/140912---incostrat-22112212---media-handling-tech-skillsrelease.pdf)

5. 140914_ InCoStrat-Attachment 7_declaration-signed https://www.pdf-archive.com/2020/09/04/140914-incostrat-attachment-7declaration-signed/140914-incostrat-attachment-7declaration-signed.pdf (https://www.pdf-archive.com/2020/09/04/140914-incostrat-attachment-7declaration-signed/140914-incostrat-attachment-7declaration-signed.pdf)

6. 140914_inCoStrat-Attachment 6_BonaFide-Signed https://www.pdf-archive.com/2020/09/04/140914incostrat-attachment-6bonafide-signed/140914incostrat-attachment-6bonafide-signed.pdf (https://www.pdf-archive.com/2020/09/04/140914incostrat-attachment-6bonafide-signed/140914incostrat-attachment-6bonafide-signed.pdf)

7. 140917 - InCoStrat-1.5.3-Financial history-Release https://www.pdf-archive.com/2020/09/04/140917---incostrat-153-financial-history-release/140917---incostrat-153-financial-history-release.pdf (https://www.pdf-archive.com/2020/09/04/140917---incostrat-153-financial-history-release/140917---incostrat-153-financial-history-release.pdf)

8. 140917 - InCoStrat-2.1.6-Risk-Release https://www.pdf-archive.com/2020/09/04/140917---incostrat-216-risk-release/140917---incostrat-216-risk-release.pdf (https://www.pdf-archive.com/2020/09/04/140917---incostrat-216-risk-release/140917---incostrat-216-risk-release.pdf)

9. 140917- InCoStrat -2.1.7-2.1.8 - multidonor-Release https://www.pdf-archive.com/2020/09/04/140917--incostrat--217-218---multidonor-release/140917--incostrat--217-218---multidonor-release.pdf (https://www.pdf-archive.com/2020/09/04/140917--incostrat--217-218---multidonor-release/140917--incostrat--217-218---multidonor-release.pdf)

10. 140917- InCoStrat-2.2.2-pan arab news networks_Release https://www.pdf-archive.com/2020/09/04/140917--incostrat-222-pan-arab-news-networksrelease/140917--incostrat-222-pan-arab-news-networksrelease.pdf (https://www.pdf-archive.com/2020/09/04/140917--incostrat-222-pan-arab-news-networksrelease/140917--incostrat-222-pan-arab-news-networksrelease.pdf)

InCoStrat experience in promoting Syrian opposition in the Media:

A member of InCoStrat worked as the media advisor to the President's Office in the NC where she facilitated one of the first international TV interviews between **Ahmad Jarba (President at that time) and the BBC's Jeremy Bowen** (http://www.bbc.com/news/world-middle-east-26573833). The relationships built from this interview are still in place and will enable Bowen to conduct new interviews with the incumbent.

Due to our own individuals' networks within the Syrian political scene and the Syrian community (in general, journalists have often reached out to us in search of the appropriate people for their programmes. One such scenario was when **BBC Arabic** did a programme on **sexual violence in conflict** and asked if we could find a Syrian who would discuss their experience. Another such occurrence was again BBC Arabic looking to conduct interviews with the organisers of the **#WhereAreThey** campaign. Once making the initial connections we encouraged the Syrians to maintain the relationships with the journalists in the BBC instead of using ourselves as the conduit.

3. 140917-InCoStrat - 2.2.8-building press office functions_Release https://www.pdf-archive.com/2020/09/04/140917-incostrat---228-building-press-office-functionsrelease/140917-incostrat---228-building-press-office-functionsrelease.pdf (https://www.pdf-archive.com/2020/09/04/140917-incostrat---228-building-press-office-functionsrelease/140917-incostrat---228-building-press-office-functionsrelease.pdf)

4. 140917-InCoStrat- 2.2.22syrian involvement participation_Release https://www.pdf-archive.com/2020/09/04/140917-incostrat--2222syrian-involvement--participationrelease/140917-incostrat--2222syrian-involvement--participationrelease.pdf (https://www.pdf-archive.com/2020/09/04/140917-incostrat--2222syrian-involvement--participationrelease/140917-incostrat--2222syrian-involvement--participationrelease.pdf)

InCoStrat staff worked with prominent Syrian opposition leaders:

Outreach. Building relationships in the Arabic speaking world is key, we understand this and use our majority Arabic speaking staff to develop relationships over extended periods. A number of our international staff have been working with prominent Syrians **(President, Interim Prime Minister, Head of the Supreme Military Council, Head of the National Coalition media office, Chairman of the Syrian Tribal Council, COS to the President, numerous senior military commanders and heads of regional news in major satellite TV networks, press bureaus and print media)** for over 2½ years. This has built trust and confidence in each other. These relationships are all current building from their support and networks we are able to maximise other Syrians' involvement in the programmes.

1. 140917-InCoStrat-2.1.3-Facilitation of budget support to nascent institutions-Release https://www.pdf-archive.com/2020/09/04/untitled-pdf-document-7/untitled-pdf-document.pdf (https://www.pdf-archive.com/2020/09/04/untitled-pdf-document-7/untitled-pdf-document.pdf)

2. 140917-InCoStrat-2.1.4-Financial checks_Release https://www.pdf-archive.com/2020/09/04/140917-incostrat-214-financial-checksrelease/140917-incostrat-214-financial-checksrelease.pdf (https://www.pdf-archive.com/2020/09/04/140917-incostrat-214-financial-checksrelease/140917-incostrat-214-financial-checksrelease.pdf)

3. 140917-IncoStrat-2.1.5-Institutional capacity building-release https://www.pdf-archive.com/2020/09/04/140917-incostrat-215-institutional-capacity-building-release/140917-incostrat-215-institutional-capacity-building-release.pdf (https://www.pdf-archive.com/2020/09/04/140917-incostrat-215-institutional-capacity-building-release/140917-incostrat-215-institutional-capacity-building-release.pdf)

4.   140917-InCoStrat-2.1.9-Value   for   Money-Release   https://www.pdf-archive.com/2020/09/04/140917-incostrat-219-value-for-money-release/140917-incostrat-219-value-for-money-release.pdf (https://www.pdf-archive.com/2020/09/04/140917-incostrat-219-value-for-money-release/140917-incostrat-219-value-for-money-release.pdf)

5. InCoStrat supported communication programmes in Syria, assisting and working alongside many of the key opposition groups: the National Coalition, the Supreme Military Council, the Free Syrian Army, civil society groups, the Syrian Tribal Council and civil activists. 140917-InCoStrat-2.2.4-managing influence campaigns, grassroots etc._Release https://www.pdf-archive.com/2020/09/04/untitled-pdf-document-8/untitled-pdf-document.pdf (https://www.pdf-archive.com/2020/09/04/untitled-pdf-document-8/untitled-pdf-document.pdf)

6. InCoStrat personnel had been providing support to local independent Syrian media platforms and civil society organisations working with a number of different Conflict Pool implementers. This included the development and support of eight FM radio stations and six community magazines across Syria, the development and management of the National Coalition media office, the development and management of Basma for over a year and the development and management of the multimedia platform supporting the moderate armed opposition.   140917-InCoStrat-2.2.6-supporting   local   media   platforms_Release https://www.pdf-archive.com/2020/09/04/140917-incostrat-226-supporting-local-media-platformsrelease/140917-incostrat-226-supporting-local-media-platformsrelease.pdf (https://www.pdf-archive.com/2020/09/04/140917-incostrat-226-supporting-local-media-platformsrelease/140917-incostrat-226-supporting-local-media-platformsrelease.pdf)

7. Members of InCoStrat worked with the Syrian National Coalition's (NC) Media Office in Istanbul to develop strategic communications capability and also the Libyan National Transitional Council during the combat and post combat phase in Libya in 2012. 140917-InCoStrat-2.2.7-stratcoms   political   institutions_Release   https://www.pdf-archive.com/2020/09/04/140917-incostrat-227-stratcoms-political-institutionsrelease/140917-incostrat-227-stratcoms-political-institutionsrelease.pdf   (https://www.pdf-archive.com/2020/09/04/140917-incostrat-227-stratcoms-political-institutionsrelease/140917-incostrat-227-stratcoms-political-institutionsrelease.pdf)

8.   140917-InCoStrat-2.2.9-mentoring   coaching_Release   https://www.pdf-archive.com/2020/09/04/140917-incostrat-229-mentoring--coachingrelease/140917-incostrat-229-mentoring--coachingrelease.pdf   (https://www.pdf-archive.com/2020/09/04/140917-incostrat-229-mentoring--coachingrelease/140917-incostrat-229-mentoring--coachingrelease.pdf)

9.   140917-InCoStrat-2.2.10-speeches,   press   releases_Release   https://www.pdf-archive.com/2020/09/05/140917-incostrat-2210-speeches-press-releasesrelease/140917-incostrat-2210-speeches-press-releasesrelease.pdf   (https://www.pdf-archive.com/2020/09/05/140917-incostrat-2210-speeches-press-releasesrelease/140917-incostrat-2210-speeches-press-releasesrelease.pdf)

10. 140917-incostrat-2.2.13 access to networks_Release https://www.pdf-archive.com/2020/09/05/140917-incostrat-2213-access-to-networksrelease/140917-incostrat-2213-access-to-networksrelease.pdf (https://www.pdf-archive.com/2020/09/05/140917-incostrat-2213-access-to-networksrelease/140917-incostrat-2213-access-to-networksrelease.pdf)

InCoStrat team had strong relationships with 54 brigade commanders in Syria's southern front:

2. **Supporting Evidence.**
a) **Military.** Our team have strong relationships with **54 brigade commanders** in Syria's southern front (Dera'a, al-Qunaytra, Damascus countryside, Damascus and al-Qalamoun) currently involving **daily, direct engagement** with the commanders and their officers inside Syria; with defected officers in Irbid and Amman who co-ordinate with local military councils; and indirect engagement with small FSA units inside regime-held Damascus. In the East, we have access to **small units operating against ISIS**. In the North, we have established relationships with FSA brigades in Aleppo, Idlib and parts of northern Lattakia. We also have long-standing relationships with larger groups such as the Hazm Brigades. We have trained and supported the current and previous commanders of the **Supreme Military Council** including accompanying and briefing them on an official visit to the US **to brief President Obama, Secretary Kerry and Congress**.
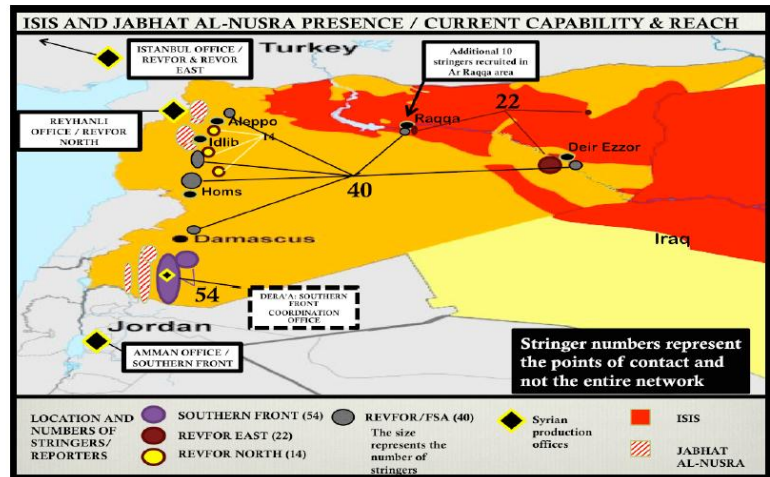
11. 140917-InCoStrat-2.2.14-est contacts in Arabic Speaking conflict_Release https://www.pdf-archive.com/2020/09/05/untitled-pdf-document/untitled-pdf-document.pdf (https://www.pdf-archive.com/2020/09/05/untitled-pdf-document/untitled-pdf-document.pdf)

12. Target Audience Analysis. 140917-InCoStrat-2.2.15-TAAs_Release https://www.pdf-archive.com/2020/09/05/140917-incostrat-2215-taasrelease/140917-incostrat-2215-taasrelease.pdf (https://www.pdf-archive.com/2020/09/05/140917-incostrat-2215-taasrelease/140917-incostrat-2215-taasrelease.pdf)

13. 140917-InCoStrat-2.2.17 core services_Release https://www.pdf-archive.com/2020/09/05/140917-incostrat-2217-core-servicesrelease/140917-incostrat-2217-core-servicesrelease.pdf (https://www.pdf-archive.com/2020/09/05/140917-incostrat-2217-core-servicesrelease/140917-incostrat-2217-core-servicesrelease.pdf)

14. 140917-InCoStrat2.2.18-19-media monitoring_Release https://www.pdf-archive.com/2020/09/05/140917-incostrat2218-19-media-monitoringrelease/140917-incostrat2218-19-media-monitoringrelease.pdf (https://www.pdf-archive.com/2020/09/05/140917-incostrat2218-19-media-monitoringrelease/140917-incostrat2218-19-media-monitoringrelease.pdf)

15. Members of InCoStrat had been managing and delivering on behalf of an existing implementer an FCO funded project to provide media and communication support to the moderate Syrian armed opposition since October 2013. The project at the time received approximately 40% of its funding from non-UK sources to ensure it was sustainable whist

maintaining the UK's 'Golden Share' and control. 140917-InCoStrat-2.2.202.2.21-example of successful stratcom project_Release https://www.pdf-archive.com/2020/09/05/untitled-pdf-document-1/untitled-pdf-document.pdf (https://www.pdf-archive.com/2020/09/05/untitled-pdf-document-1/untitled-pdf-document.pdf)

16. InCoStrat team were in weekly contact with a network of over 1600 journalists and people of influence related to Syria, and had established relations with most of the key regional media outlets, to include TV, radio and print. 140917-InCoStrat-2.2.23-content delivery_Release https://www.pdf-archive.com/2020/09/05/140917-incostrat-2223-content-deliveryrelease/140917-incostrat-2223-content-deliveryrelease.pdf (https://www.pdf-archive.com/2020/09/05/140917-incostrat-2223-content-deliveryrelease/140917-incostrat-2223-content-deliveryrelease.pdf)

17. 140917-InCoStrat-2.2.24-innovative communications_Release https://www.pdf-archive.com/2020/09/05/140917-incostrat-2224-innovative-communicationsrelease/140917-incostrat-2224-innovative-communicationsrelease.pdf (https://www.pdf-archive.com/2020/09/05/140917-incostrat-2224-innovative-communicationsrelease/140917-incostrat-2224-innovative-communicationsrelease.pdf)

1) **ISIS & Assad – two sides of the same coin.** The guerrilla campaign fuelled the emerging debate around the relationship between the regime and ISIS, drawing particular attention to crimes against humanity.

   a. **Action.**
   I. We produced postcards, posters and reports to draw behavioural parallels between the regime and ISIS, playing to the commonly-held belief that a latent relationship exists between the two
   II. We provided a credible, Arabic-English speaking Syrian spokesperson to engage the media

   b. **Effect.**
Major news outlets, such as *Al-Jazeera America* and *The National* published our posters. We conducted interviews with a wide range of prominent newspapers and major international and Syrian news channels, among them: **The Times, The Guardian, CNN, The New York Times, The Washington Post, Buzzfeed, Al-Jazeera, Suriya Al-Sham, Orient.**

18. 140917-InCoStrat-3.1.1- Pricing model_release https://www.pdf-archive.com/2020/09/05/140917-incostrat-311--pricing-modelrelease/140917-incostrat-311--pricing-modelrelease.pdf (https://www.pdf-archive.com/2020/09/05/140917-incostrat-311--pricing-modelrelease/140917-incostrat-311--pricing-modelrelease.pdf)

19. 140919-InCoSTRAT Insurance 09 19 2014 https://www.pdf-archive.com/2020/09/05/140919-incostrat-insurance-09-19-2014/140919-incostrat-insurance-09-19-2014.pdf (https://www.pdf-archive.com/2020/09/05/140919-incostrat-insurance-09-19-2014/140919-incostrat-insurance-09-19-2014.pdf)

20. FilingCertificate-7 https://www.pdf-archive.com/2020/09/05/filingcertificate-7/filingcertificate-7.pdf (https://www.pdf-archive.com/2020/09/05/filingcertificate-7/filingcertificate-7.pdf)

Here is the archive with all the files relating to the project. https://anonfiles.com/1bVb9fReo6/Complete_Acquisitions_Framework_rar (https://anonfiles.com/1bVb9fReo6/Complete_Acquisitions_Framework_rar)

SUPPORT TO GRASSROOTS MEDIA ACTIVISM (SYRIA)

The project's aim was to select, train, support and mentor Syrian oppositionist media activists who abided by a set of values that were consistent with UK policy. A partnership was required, between the UK (delivered through a commercial implementing partner) and the selected Syrians. The project needed to establish and support a network Syrians operating both from outside and inside Syria with the necessary skills and equipment.

The implementer assumed responsibility for the project from 1 Jan 15 for a period of 15 Months to the end of FY 15/16.

Files with FCO Requirements:

ATTACHMENT 2- Statement of Requirements https://www.pdf-archive.com/2020/09/05/attachment-2--statement-of-requirements/attachment-2--statement-of-requirements.pdf (https://www.pdf-archive.com/2020/09/05/attachment-2--statement-of-requirements/attachment-2--statement-of-requirements.pdf)
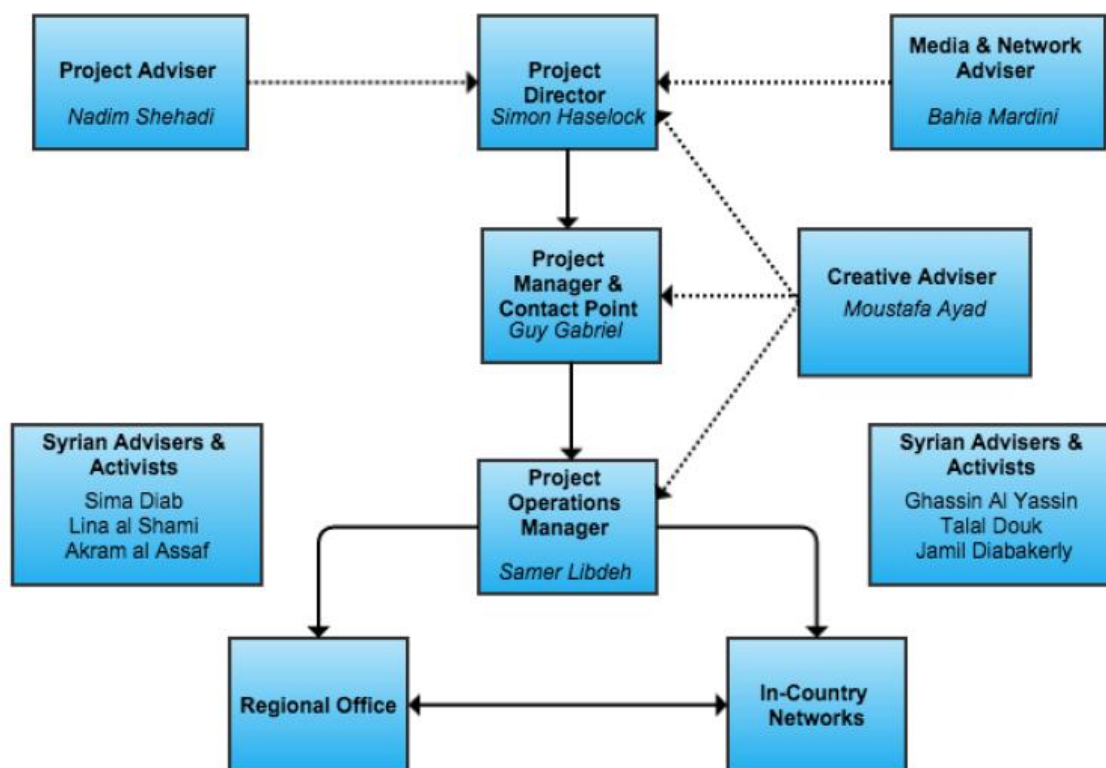
Bidders:

ALBANY

Albany files:

1. 20141125 Syria Framework Grassroots Budget https://www.pdf-archive.com/2020/09/05/20141125-syria-framework-grassroots-budget/20141125-syria-framework-grassroots-budget.pdf (https://www.pdf-archive.com/2020/09/05/20141125-syria-framework-grassroots-budget/20141125-syria-framework-grassroots-budget.pdf)

2. 20141125 Syria Framework Grassroots Proposal https://www.pdf-archive.com/2020/09/05/20141125-syria-framework-grassroots-proposal/20141125-syria-framework-grassroots-proposal.pdf (https://www.pdf-archive.com/2020/09/05/20141125-syria-framework-grassroots-proposal/20141125-syria-framework-grassroots-proposal.pdf)

Albany believed that Basma project had been compromised and proposed an alternative:

Brand
We would propose to build on but change the branding of the current Project Basma (http://www.basmasyria.com) and develop an alternative. There is some evidence that the Basma brand has been compromised following leaks about funding project aims. These include internal emails linking US and UK funding to the project, which were widely shared on social media and we believe they have damaged the credibility and trustworthiness of the existing branded platform. Credibility and trust are the key currencies of the activities envisaged and for this reason we consider it essential to refresh the approach if the content to be disseminated is to have effect.

Albany's project management scheme:

3. 20141125 Syria Framework Grassroots Team CVs https://www.pdf-archive.com/2020/09/05/20141125-syria-framework-grassroots-team-cvs/20141125-syria-framework-grassroots-team-cvs.pdf (https://www.pdf-archive.com/2020/09/05/20141125-syria-framework-grassroots-team-cvs/20141125-syria-framework-grassroots-team-cvs.pdf)

ARK F.Z.C.

ARK files:

1. ARK had a core cadre of 61 well-equipped stringers, robust activist distribution networks inside Syria and a highly skilled all-Syrian production team based in Turkey. ARK also created the Basma ('fingerprint') brand. ARK Support to Grassroots Media Activism in Syria https://www.pdf-archive.com/2020/09/05/ark-support-to-grassroots-media-activism-in-syria/ark-support-to-grassroots-media-activism-in-syria.pdf (https://www.pdf-archive.com/2020/09/05/ark-support-to-grassroots-media-activism-in-syria/ark-support-to-grassroots-media-activism-in-syria.pdf)

ARK's network of local Syrian media organisations:

- Through Basma, ARK has **trained and equipped more than 150 activists**, covering topics from camera handling, lighting and sound to producing reports, journalistic safety, online security and non-sectarian reporting. Basma created **closed online groups** for participants, enabling **feedback loops and ongoing mentoring**, with many participants becoming Basma stringers or disseminators. Nine of Al Jazeera's 16 stringers in Syria were originally Basma-trained, demonstrating effective capacity building. A media activist conference hosted by Basma in February 2013 was attended by more than 200 beneficiaries.
- ARK has worked with **14 FM stations** and **11 magazines** based on their values, potential, geographic reach and distribution capacity. They range from political/satirical magazines, to radio stations focusing on Kurdish and women's issues.
- ARK's **distribution network for print products** inside Syria covers **nine governorates** and includes **18 distribution teams**.
- ARK has **trained over 1,400 beneficiaries from some 210 organisations**, and disbursed more than **53,000 pieces of equipment**. This beneficiary network covers liberated, regime- and extremist-controlled areas in Syria's 14 governorates.

ARK's plans to undermine the Assad regime:

Campaign 2: Undermine the Assad Regime's Core Narrative and Legitimacy
The *"Our Problems, Our Solutions"* line of effort (above) will form a key part of this campaign, as ARK research and programmatic experience have shown that positive messaging generates the greatest effect across **all audiences**.

Activity 9: A key part of this line of effort will be increasing access to regime-held areas to communicate the *"Our Problems, Our Solutions"* message to counter regime narratives.

Activity 10: ARK will produce a multi-media campaign that runs for the length of the programme exploring different aspects of the failures of the Assad regime (economic collapse, corruption, international isolation, destruction of territorial integrity, loss of cultural, religious and historical assets, state-sponsored terrorism, the rise of ISIL, the displacement of the population, etc.), documenting individual and community struggles with these issues, and contrasting them with current efforts to build a Free Syria. As above, this campaign will be informed by ARK's research capability and designed by ARK's Syrian production team and will be responsive to events on the ground. As in Activity 1, dissemination directly into regime-held areas will be a key focus; however, distribution will also take place across opposition areas and media platforms to remind the Syrian population – many of whom are exhausted by years of conflict – why their struggle is worthwhile. Key indicators of success for this phase will be:

ARK's extensive network of means of delivering information:

Delivery

As described above, **the majority of the project's effort will be focused on the Syrian-led development and delivery of media products to Syrian audiences, and through further capacitation, the sustainability of those efforts.**

    TV and social media: ARK has provided regular branded and unbranded content to key Syria-focused satellite TV channels such as Al Jazeera, Al Arabiya, BBC Arabic, Orient TV, Aleppo Today, Souria al-Ghad, and Souria al-Sha'ab since 2012. In 2014, ARK placed a monthly average of 20 branded and un-branded Syria reports – voxpops, animations, ENGs, public service announcements and other formats. Through its ongoing engagement and its Syria media usage and target audience analysis, ARK has an understanding of audience, narratives and editorial preferences, enabling optimal placement and ensuring effect. **Basma's Arabic Facebook page has over 500,000 followers** and a **significant YouTube presence**. While social media is useful, ARK does not rely primarily on these audiences as they are frequently outside Syria (particularly given intermittent power and internet availability in many areas) and tend to self-select (resulting in 'preaching to the converted'). Posting positive messages does increase the likelihood that a product will be shared and seen by all target audiences. TV and social media have the largest audiences; however, impact (as opposed to reach) can be harder to measure and audience demographics harder to verify.

    Print products: Through its monitoring and evaluation of print products, ARK has been able to assess attitudinal changes and the precursors to behavioural changes and has identified that **print remains an effective, targeted communications mechanism**. ARK's distribution network for print products inside Syria covers **nine governorates** and includes **18 distribution teams**. From the six months to October 2014, ARK's teams distributed **668,600 print products** inside Syria including flyers, informative booklets, activity books and other campaign-related materials, as well as C-VE posters, including in ISIL-controlled areas. ARK also regularly places targeted products across a network of community magazines with a presence in 10 governorates and FM radio stations in seven governorates which speak directly to local communities.

> I2i's independent evaluation of Basma's social media presence in mid-2014 concluded that Basma's "Facebook and YouTube sites have comparable performance to some of the most popular and relevant political organisations on the Internet".

2. COMPLETED ATTACHMENT 3 - Pricing Model https://www.pdf-archive.com/2020/09/05/completed-attachment-3---pricing-model/completed-attachment-3---pricing-model.pdf (https://www.pdf-archive.com/2020/09/05/completed-attachment-3---pricing-model/completed-attachment-3---pricing-model.pdf)

3. Grassroots Notification Letter ARK https://www.pdf-archive.com/2020/09/05/grassroots-notification-letter-ark/grassroots-notification-letter-ark.pdf (https://www.pdf-archive.com/2020/09/05/grassroots-notification-letter-ark/grassroots-notification-letter-ark.pdf)

Here is the archive with all the files relating to the project. https://anonfiles.com/n5Ya98R6o8/Complete_GrassRoots_rar (https://anonfiles.com/n5Ya98R6o8/Complete_GrassRoots_rar)

STRATEGIC COMMUNICATIONS AND MEDIA OPERATIONS SUPPORT TO THE SYRIAN MODERATE ARMED OPPOSITION (MAO)

The purpose of the project was to contribute to an effective and credible Syrian MAO through StratCom and Media Operations capacity building; as part of the achievement of wider HMG intent. This took the form of centrally coordinated support to the Revolutionary Forces Syria (RFS), at the operational and tactical levels, with the capability to expand back into the strategic space, to help build an effective opposition political-military interface and to make MAO broadly accepted as the alternative to the Assad regime.

The project started on January 1, 2015 and ended on March 31, 2016.

Files with FCO Requirements:

ATTACHMENT 2 - Statement of Requirements https://www.pdf-archive.com/2020/09/05/attachment-2---statement-of-requirements/attachment-2---statement-of-requirements.pdf (https://www.pdf-archive.com/2020/09/05/attachment-2---statement-of-requirements/attachment-2---statement-of-requirements.pdf)

Bidders:

ALBANY

Albany files:

1. 20141125 Graphics and images not included in page limit https://www.pdf-archive.com/2020/09/05/20141125-graphics-and-images-not-included-in-page-limit/20141125-graphics-and-images-not-included-in-page-limit.pdf (https://www.pdf-archive.com/2020/09/05/20141125-graphics-and-images-not-included-in-page-limit/20141125-graphics-and-images-not-included-in-page-limit.pdf)

2. 20141125 Syria Framework MAO Budget https://www.pdf-archive.com/2020/09/05/20141125-syria-framework-mao-budget/20141125-syria-framework-mao-budget.pdf (https://www.pdf-archive.com/2020/09/05/20141125-syria-framework-mao-budget/20141125-syria-framework-mao-budget.pdf)

3. 20141125 Syria Framework MAO Proposal https://www.pdf-archive.com/2020/09/05/20141125-syria-framework-mao-proposal/20141125-syria-framework-mao-proposal.pdf (https://www.pdf-archive.com/2020/09/05/20141125-syria-framework-mao-proposal/20141125-syria-framework-mao-proposal.pdf)

Albany's track record of supporting military forces in a theatre of operations and enhancing reputation and media performance of high profile and key Syrians:

We have excellent track both supporting military forces in a theatre of operations, and enhancing reputation and media performance of high profile and key Syrians. Beginning in 2009, we supported the African Union Peacekeeping Force in Somalia, AMISOM, in all aspects of their communications (core narrative, media and spokesperson training, arranging key international meetings, retreats, creating products such as a Force magazine and other identity-creating and reputation enhancing products). The audiences for these were multiple, for example: internal Somali, Federal Government of Somalia, internal AMISOM, troop-contributing countries, regional, international, and international institutional. In 2014, we ram the communications team for the Syrian National Coalition at the Geneva Peace talks, during which we developed credible networks amongst the Syrian opposition forces. Note a selection of press coverage:

5. 20141125 Syria Framework MAO Team CVs https://www.pdf-archive.com/2020/09/05/20141125-syria-framework-mao-team-cvs/20141125-syria-framework-mao-team-cvs.pdf (https://www.pdf-archive.com/2020/09/05/20141125-syria-framework-mao-team-cvs/20141125-syria-framework-mao-team-cvs.pdf)

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(STRATCOM) SUPPORT TO THE MAO (SUPREME MILITARY COUNCIL (SMC) AND WIDER FREE SYRIAN ARMY (FSA))

The project aimed at enhancing the reputation of the SMC/FSA and improving FSA discipline thereby degrading the Assad regime narrative through effective STRATCOM.

Project started in October 2013 and lasted until March 2014.

Files with FCO Requirements:

ATTACHMENT 2 - Statement of Requirements https://www.pdf-archive.com/2020/09/05/attachment-2---statement-of-requirements-1/attachment-2---statement-of-requirements.pdf (https://www.pdf-archive.com/2020/09/05/attachment-2---statement-of-requirements-1/attachment-2---statement-of-requirements.pdf)

Bidders:

ARK F.Z.C.

ARK files:

1. Completed Attachment 3 - Pricing Model https://www.pdf-archive.com/2020/09/05/completed-attachment-3---pricing-model-1/completed-attachment-3---pricing-model.pdf (https://www.pdf-archive.com/2020/09/05/completed-attachment-3---pricing-model-1/completed-attachment-3---pricing-model.pdf)

2. Activity Based Budget. CPG 01737 ARK FZC ROM Costs https://www.pdf-archive.com/2020/09/05/cpg-01737-ark-fzc-rom-costs/cpg-01737-ark-fzc-rom-costs.pdf (https://www.pdf-archive.com/2020/09/05/cpg-01737-ark-fzc-rom-costs/cpg-01737-ark-fzc-rom-costs.pdf)

3. Methodology. CPG01737 ARK 1.3.1 https://www.pdf-archive.com/2020/09/05/cpg01737-ark-131/cpg01737-ark-131.pdf (https://www.pdf-archive.com/2020/09/05/cpg01737-ark-131/cpg01737-ark-131.pdf)

ARK's strategy to re-brand Syrian military armed opposition to make it distinguishable from extremists:

Media Strategy

ARK/Accadian will provide a 're-branding' of the SMC in order to distinguish itself from extremist armed opposition groups and to establish the image of a functioning, inclusive, disciplined and professional military body. There are four distinct audiences for this project: the FSA/SMC; the general population inside Syria; the Syrian regime; and the international community.

Figure 2: Basma has already carried out limited rebranding for the FSA that was well received

4. ARK was already well known to the SMC, having provided judges and senior armed opposition actors with Law of Armed Conflict training in April 2013. CPG01737 ARK 1.3.2 https://www.pdf-archive.com/2020/09/05/cpg01737-ark-132/cpg01737-ark-132.pdf (https://www.pdf-archive.com/2020/09/05/cpg01737-ark-132/cpg01737-ark-132.pdf)

5. Past performance. CPG01737 ARK 1.4.1 https://www.pdf-archive.com/2020/09/05/cpg01737-ark-141/cpg01737-ark-141.pdf (https://www.pdf-archive.com/2020/09/05/cpg01737-ark-141/cpg01737-ark-141.pdf)

6. Detailed project timeline. CPG01737 ARK 1.4.2 https://www.pdf-archive.com/2020/09/05/cpg01737-ark-142/cpg01737-ark-142.pdf (https://www.pdf-archive.com/2020/09/05/cpg01737-ark-142/cpg01737-ark-142.pdf)

7. Risk and mitigation matrix. CPG01737 ARK 1.4.3 https://www.pdf-archive.com/2020/09/05/cpg01737-ark-143/cpg01737-ark-143.pdf (https://www.pdf-archive.com/2020/09/05/cpg01737-ark-143/cpg01737-ark-143.pdf)

8. Contract management controls. CPG01737 ARK 1.4.4 https://www.pdf-archive.com/2020/09/05/cpg01737-ark-144/cpg01737-ark-144.pdf (https://www.pdf-archive.com/2020/09/05/cpg01737-ark-144/cpg01737-ark-144.pdf)

9. Identified improvements to scope. CPG01737 ARK 1.4.5 https://www.pdf-archive.com/2020/09/05/cpg01737-ark-145/cpg01737-ark-145.pdf (https://www.pdf-archive.com/2020/09/05/cpg01737-ark-145/cpg01737-ark-145.pdf)

10. To ensure the sustainability of the project, ARK had chosen an Arab-led team from the outset to ensure maximum SMC/FSA buy-in to, and engagement with, the project. CPG01737 ARK 1.4.6 https://www.pdf-archive.com/2020/09/05/cpg01737-ark-146/cpg01737-ark-146.pdf (https://www.pdf-archive.com/2020/09/05/cpg01737-ark-146/cpg01737-ark-146.pdf)

11. Project Core Team. CPG01737 ARK 1.5.1 https://www.pdf-archive.com/2020/09/05/cpg01737-ark-151/cpg01737-ark-151.pdf (https://www.pdf-archive.com/2020/09/05/cpg01737-ark-151/cpg01737-ark-151.pdf)

12. Project Team CVs. CPG01737 ARK 1.5.2 https://www.pdf-archive.com/2020/09/05/cpg01737-ark-152/cpg01737-ark-152.pdf (https://www.pdf-archive.com/2020/09/05/cpg01737-ark-152/cpg01737-ark-152.pdf)

13. Confidentiality undertaking. CPG01737 ARKFZC Compliance https://www.pdf-archive.com/2020/09/05/cpg01737-arkfzc-compliance/cpg01737-arkfzc-compliance.pdf (https://www.pdf-archive.com/2020/09/05/cpg01737-arkfzc-compliance/cpg01737-arkfzc-compliance.pdf)

Here is the archive with all the files relating to the project. https://anonfiles.com/Jdc8A5R2oa/Complete_Stratcom_MAO_SMC_FSA_rar (https://anonfiles.com/Jdc8A5R2oa/Complete_Stratcom_MAO_SMC_FSA_rar)

OTHER FCO FILES ON SYRIA:

1. List of FCO suppliers in Syria. CPG-1044-2016 EoI - Potential Partnering Message https://www.pdf-archive.com/2020/09/05/cpg-1044-2016-eoi---potential-partnering-message/cpg-1044-2016-eoi---potential-partnering-message.pdf (https://www.pdf-archive.com/2020/09/05/cpg-1044-2016-eoi---potential-partnering-message/cpg-1044-2016-eoi---potential-partnering-message.pdf)

1	Adam Smith International		24	Itad Ltd
2	AECOM (UK) Ltd		25	Lapis
3	Aktis Strategy Limited		26	Living Earth Foundation
4	Albany Associates		27	Maxwell Stamp
5	Alcis Holdings Ltd		28	Mercy Corps Europe
6	ARK Group DMCC		29	NationalDemocratic Institute
7	Atos IT Services UK Ltd		30	Northern Ireland Co-operation Overseas
8	BBC Media Action		31	Oxford Policy Management
9	BDO LLP		32	Palladium International Ltd
10	British Council		33	Peace Direct
11	Cardno Emerging Markets (UK) Ltd		34	PricewaterhouseCoopers LLP
12	CARE International UK		35	Public Adminitration International
13	Coffey International Development		36	Saferworld
14	Conciliation Resources		37	Search for Common Ground
15	Crown Agents		38	Social Development Direct Ltd
16	DAI Europe Ltd		39	Sovereign Global UK
17	Development Transformations, LLC		40	The Asia Foundation
18	Ecorys UK Ltd		41	The Centre for Humanitarian Dialogue
19	Institute for War and Peace Reporting		42	The Save the Children Fund
20	Integrity Research and Consultancy		43	The Stabilisation Network DMCC
21	International Alert		44	Triple Line Consulting
22	International Crisis Group		45	World Vision
23	Interpeace		46	WYG International Ltd

2. The Global Strategy Network (TGSN) proposal to conduct strategic communication campaigns on behalf of the FCO. 1.2-1.4 Methodology_TGSN https://www.pdf-archive.com/2020/09/05/12-14-methodologytgsn/12-14-methodologytgsn.pdf (https://www.pdf-archive.com/2020/09/05/12-14-methodologytgsn/12-14-methodologytgsn.pdf)

TGSN's asset SY24 staged and filmed the famous viral image of a girl trapped in rubble who tried to save her baby sister:

Workstream 2: Media Campaigns. TGSN has three in-house, Syria-focussed media brands with over one million followers across Syria and the UK. SY24 and SY+ produce content in both English and Arabic, covering all of Syria but with a particular focus on the Northwest. The huge global coverage that the SY platforms are able to generate (including campaigns seen by many hundreds of millions of people and attracting commend as far as the UN Security Council, such as that in the viral image shown) has garnered the brand strong credibility and a big following amongst Syrians both in Syria and abroad. As one of the largest of very few outlets covering the humanitarian disasters in Idlib on a daily basis, the SY channels are powerful moderate platforms that are able to prevent extremist platforms from interpreting and presenting the humanitarian tragedies or military developments in Idlib within their own narratives and without challenge. Similarly, TGSN has a separate, distinct platform, Sada Al Sharqiyeh (Echo of the East), that focuses on the Northeast. With 170k followers in NE Syria, this platform provides another effective mechanism to engage the Northeast directly and contest local extremist narratives by speaking directly to the distinct concerns of that area – which differ from NW. Feeding these brands is a network of stringers whom TGSN has both trained and provided with the necessary equipment including cameras and video editing software. This includes a team of female journalists who provide about 40% of all SY content (see CCS-W below). These stringers and media platforms do not, however, operate in isolation but are part of a broad 'network of networks' that enables us to drive stories into the mainstream or closer to the TA

We are interested in effective messaging rather than building our own proprietary media capabilities. This involves active partnerships and coordination with two dozen different media organisations (additional detail available in 1.6) with a collective monthly reach in the tens of millions, and, more importantly, to large numbers of the presumed TA. Significantly, the SY platforms were first established with CSSF funding from the 'Syrian Voices' project which ended in March 2019; TGSN has continued to mentor their administrators and moderators (and provide funding) with the result that they now occupy a sufficiently prominent role in the media landscape that we are in the process of spinning them off as independent, self-sustaining, Syrian-owned and Syrian-run media entities. When TGSN is engaged in appropriate new projects, SY platforms will act as local partners, but they will also be eligible to bid for funding of new activities on their own. This is an example of both this project's and TGSN's core goal of creating sustainability and legacy beyond programmatic lifetimes.

3. TGSN's network of networks. 1.5-1.6 Processes_TGSN https://www.pdf-archive.com/2020/09/05/15-16-processestgsn/15-16-processestgsn.pdf (https://www.pdf-archive.com/2020/09/05/15-16-processestgsn/15-16-processestgsn.pdf)

We have put together a strong and tight consortium with a diverse set of relevant CSO affiliate partners in both the UK and Syria and an extensive list of media partners for this project.

4. TGSN's resources and assets. 1.9 Resources_TGSN https://www.pdf-archive.com/2020/09/05/19-resourcestgsn/19-resourcestgsn.pdf (https://www.pdf-archive.com/2020/09/05/19-resourcestgsn/19-resourcestgsn.pdf)

Our **PROJECT STRUCTURE** based on the workstreams outlined in our methodology structure will look like the following:
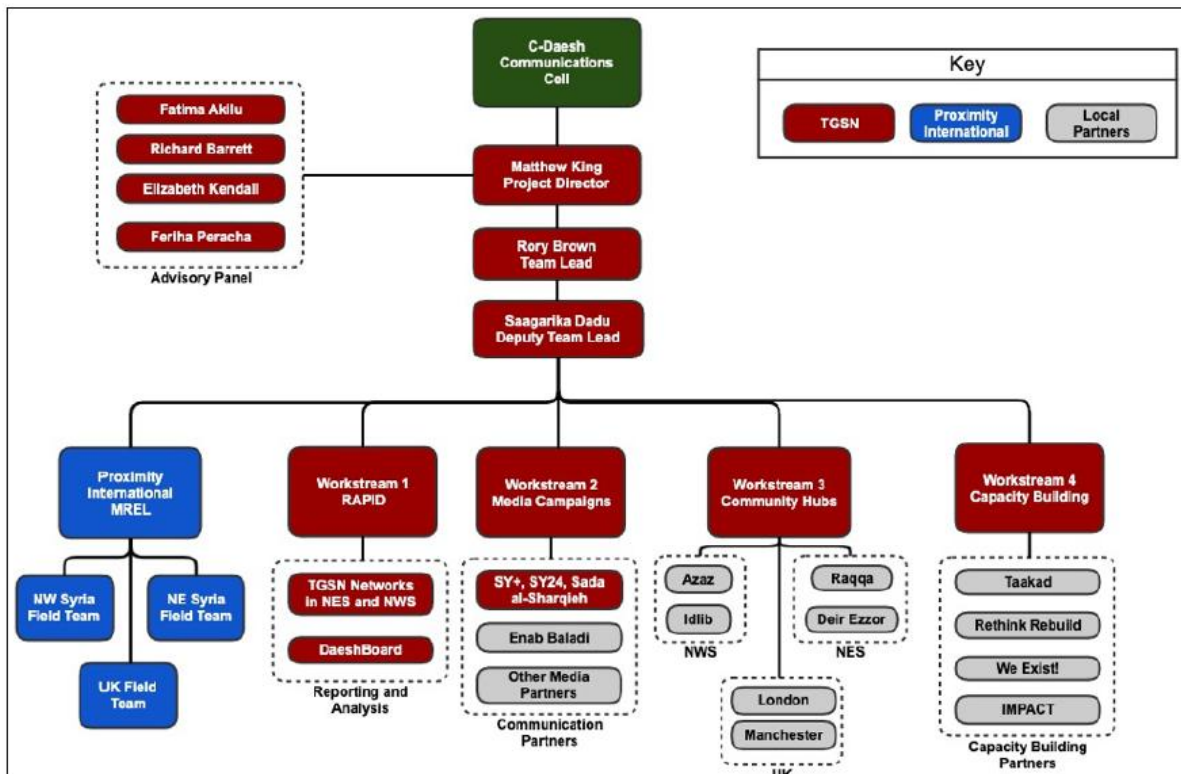
Here you can download the archive containing files from all the above mentioned FCO projects. https://anonfiles.com/z9B2AeRbob/Complete_FCO_rar (https://anonfiles.com/z9B2AeRbob/Complete_FCO_rar)

This is a detailed but far from complete picture of HMG involvement in the Syrian civil war. They nurtured those allegedly independent civil society organisations, mentored activists and created networks of allegedly independent Media. They trained, equipped and armed the rebels. They created the image of valorous opposition fighters... the list may continue endlessly.

This time we make no demands. Op. HMG Trojan Horse has just begun and we are not going to stop. We call on all independent Media from around the world to join our effort and expose criminal activity of the UK's FCO and secret services. We declare war on the British neocolonialism!

We are Anonymous.

We are Legion.

We do not forgive.

We do not forget.

You should have expected us!

#Anonymous (https://freenet.space/hashtag/Anonymous)

OpHMGTrojanHorse (https://freenet.space/hashtag/ OpHMGTrojanHorse)

OpIntegrityInitiavite (https://freenet.space/hashtag/ OpIntegrityInitiavite)

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