

## Part A: Methodology

**General approach.** Into its fifth year of programming on Syria, ARK has a deep understanding of the linkage between local needs and support for moderate political and armed actors in areas of Syria contested between the regime, the moderate opposition, and armed extremists. In August 2013, ARK proposed to the Friends of Syria a rapid-response model very similar to the Emergency Stabilisation Response Mechanism now requested by HMG. In the intervening two years, ARK's Syria programming for HMG and other governments in the areas of Civil Defence, support to grassroots media activists, countering violent extremism, support to the Syrian Free Police and justice actors, and gender including the prevention of Sexual and Gender-Based Violence, has confirmed the relevance, applicability and urgency of approaches that seek to fill governance and service delivery vacuums, thus legitimising alternatives to the regime and extremism. ARK therefore endorses the model of rapid assistance to newly-liberated areas as a stop gap measure until traditional development actors can step in, as a valid approach to securing broader HMG goals in Syria including bolstering the moderate political and armed opposition and countering both the regime and the rise of violent extremists.

ARK has the ability to deliver all of the requirements requested by HMG through this tender:

- The in-house Research and Analysis team, comprised of Syrians and foreign Arabic-speaking specialists, can **map structures and organisations** in priority areas quickly using extensive, established networks of contacts developed inside Syria by ARK over four years of multi-sectoral programming. This team can also conduct **conflict assessments and actor mapping** to inform HMG decisions.
- ARK can quickly **respond to programmatic support requests** from local partners, using many of these same networks, as well as more formal structures including the Syrian Free Police and Civil Defence teams (where appropriate to their mandates), including **cash grants and stipends and equipment support**, underpinned by stringent vetting and tracking processes that have allowed ARK to deliver over 54,000 pieces of equipment and over \$2 million in stipends and grants to Syrian beneficiaries without loss or diversion (see pictorial of ARK Syria Programming, 2011-2015 on p.5). Led by an in-house dedicated M and E capability, ARK will ensure **robust third party monitoring and evaluation** of this assistance, to be carried out by partners and networks that are independent of the networks delivering or receiving the aid.
- ARK can provide **guidance and oversight** to local partners remotely, employing training methodologies that have proved successful over the course of four years of training more than 1,400 Syrian beneficiaries on diverse skill sets through 130 workshops, many held remotely.
- ARK can **coordinate and communicate** with other implementing partners and Syrian actors through the proposed deployment of Gaziantep and Amman project coordinators, supported by the broader ARK management team in Istanbul and Amman (forthcoming). ARK's track record of successfully delivering complex, multi-donor programmes including the Integrated Community Security Programme and Civil Defence, both in close coordination with the Syrian Opposition Coalition and Interim Government, demonstrates the company's experience and capacity in this regard.

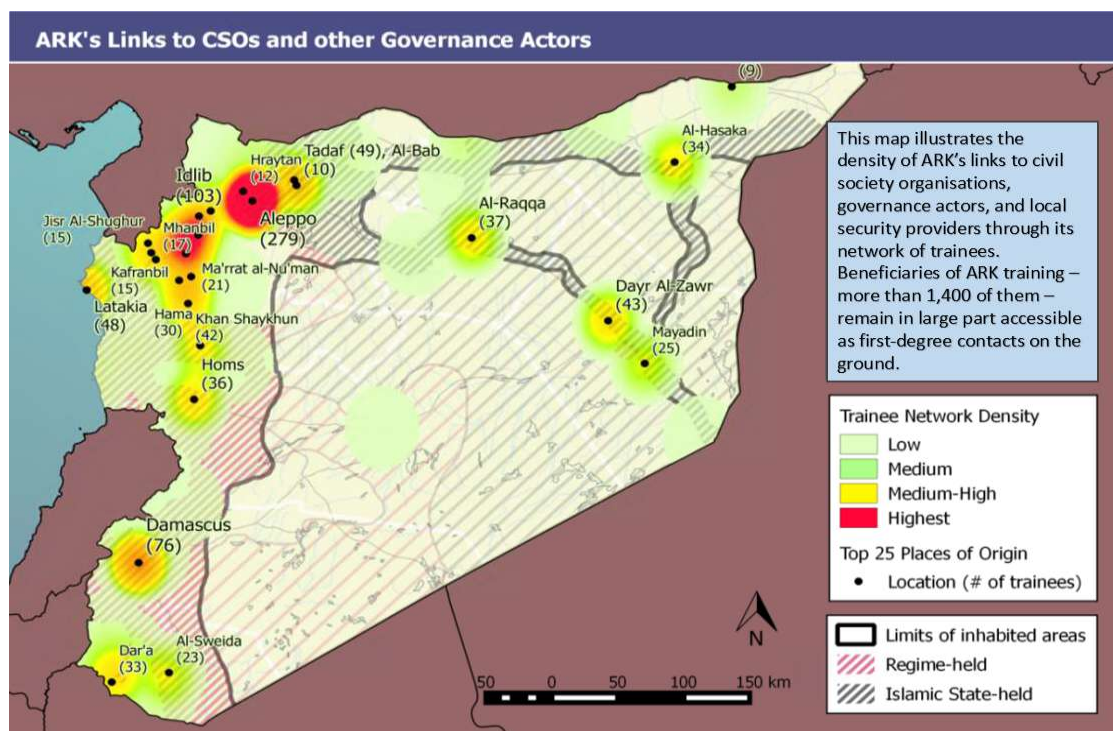
**Caveats and project risks.** As outlined in the separate attached risk matrix, this project faces a considerable risk of contestation and disruption from armed actors that may wish to claim the governance space that is expected to be created by the liberation of Syrian towns from regime or extremist control. **In ARK's view, the Statement of Requirements does not attach sufficient importance to the need for coordination between civilian and Moderate Armed Opposition (MAO) support efforts undertaken under the aegis of HMG and the Coalition more broadly.** ARK proposes to dedicate core project resources to the analysis, senior management, and security functions, to ensure that sufficient attention is paid to anticipating the positions of armed actors operating in contested space alongside this civilian endeavour, as well as ensuring coherence across multiple HMG and partner lines of effort.

While this project treats the northern and southern Syria fronts as a single theatre of operations, there are significant differences between the moderate armed actors that predominate in the north and south and their relationship with rival armed groups, some of which include Designated Terrorist Organisations (DTOs) or groups sympathetic to them.

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In addition, the Jordanian government is far stricter than its Turkish counterpart in terms of activities across its border into Syria, including vetting and approving Syrian beneficiaries. The ability of the implementer to supply target communities with cash or equipment is therefore not uniform and will be highly dependent on factors outside its control including local dynamics, armed group perspectives, the risk tolerance of partners on the ground (and, accordingly, our duty of care to them), host government sentiment and HMG willingness to proceed based on incomplete information.

Having operated for four years from Istanbul and Gaziantep, ARK has a very strong network of contacts, former trainees and beneficiaries, and CSO partners across northern Syria (see diagram below). In addition to delivering training and equipment in Jordan for USG over the past three years, ARK has also been seeking to open an office in Jordan to better deliver ongoing HMG programming and has recently secured HMG consent to facilitate the necessary contacts and approvals with the Government of Jordan. This registration process is expected to be complete within weeks. ARK does not anticipate any lag time in regards to its ability to conduct procurement from southern Turkey; however there may be a delay of several weeks in terms of obtaining sufficient visibility of Jordanian banking laws and procurement and logistics specificities, as well as the government's implicit or explicit blessing, before the movement of cash or equipment through Jordan can be contemplated.



**Our team.** ARK already has in place an established, competent team of Syrian, Turkish, and international professionals delivering its Syria programme. ARK's implementation team is flexible enough to surge as required, and has repeatedly proven to have the reach and networks to secure additional expertise in a wide range of relevant fields, with staff numbers on Syria fluctuating between 30 and 100 depending on need. In addition to its contracted Syrian staff, ARK also has the ability to mobilise large networks of associates within Syria in support of programme delivery, including a network of 60 media stringers located across nine provinces who are able to document the delivery of assistance, and over 1,400 former beneficiaries of training and equipment, who are available to support research, monitoring and evaluation efforts.

**Procurement.** Over four years of programming in Syria, ARK has delivered more than 54,000 individual pieces of equipment successfully. Distribution methods are constantly reviewed in light of the situation on the ground. ARK has locally-staffed procurement departments in Turkey and Lebanon and an identified lead for Jordan, supported by senior international staff with extensive audited experience of donor procurement procedures. ARK's internal Logistics and

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Procurement procedures ensure compliance with donor and host country regulations as well as competitive processes. Procurement teams have experience in sourcing equipment from local suppliers, meeting beneficiary specifications, and have established strategic relationships with key suppliers in Turkey and internationally, developing complete supply chain solutions to programme needs. ARK has a developed understanding of beneficiary needs and the utility of equipment types, ensuring greater impact of project-supplied equipment support. ARK has also undertaken market studies of the manufacturing sector in northern Aleppo with a view to identifying potential sources of supplies that could be procured locally in the event that access to the Turkish border crossings was lost.

ARK conducts and documents the handover of equipment to beneficiaries in accordance with independently attested audit-compliant procedures. Project teams verify the delivery of equipment to intended beneficiaries, coordinating with the Monitoring and Evaluation team to ensure end-user verification and use assessment. In cases of large or bulk equipment deliveries through designated beneficiary focal points, ARK ensures that concerned third-party stakeholders are present to verify the hand-over process. In past programmes (including UK-supported ICSP), ARK also agreed contingency plans with beneficiaries for the handling and disposal of donor-provided equipment in the face of possible capture by extremist groups.

For purposes of the Emergency Stabilisation Response Mechanism, ARK proposes to partner with two leading Turkish and Jordanian firms in the field of procurement and logistics:

- **ACT Transport and Trade, Inc.**, based in Mersin, Turkey, has been a direct contractor to western government agencies including the US Army. Over the last three years, it has successfully delivered 2,500 truckloads of aid into Syria for clients including Save the Children, Chemonics, and GOAL. It is able to reach most areas of Aleppo, Idlib, and Latakia, and has expert knowledge on the status of Turkish government regulations including the use of humanitarian crossings.
- **Crown Logistics Inc.** is a leading Jordanian firm licensed by the Jordanian Ministry of Transport, the Ministry of Industry and Trade, the Jordanian Maritime Authority, the Greater Amman Municipality, the Amman Chamber of Commerce, and the Jordanian Logistics Association. Crown is able to deliver equipment into opposition-controlled Dera'a province – security conditions permitting – to locations including Dera'a city, Al Shajarah, Jileen, Al Maariyeh, Tas'hil, Safas, and Al Taiba.

**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.**

In delivering these activities, ARK has acquired considerable knowledge of the legal, banking, administrative, and other compliance requirements of the Government of Turkey, and of the formal and informal cash handling mechanisms that operate within Syria. In the case of the ICSP, ARK developed a robust mechanism for handling direct cash support to Syrian beneficiaries that was based on the principles of **transparency** (to ensure stipends reach the intended recipients), **accountability** (to ensure those distributing the stipends internally do so within the agreed framework), and **disclosure** (ensuring stakeholders are fully aware of salary scales and payment methodology). This mechanism, developed with the help of regional public finance experts and endorsed by donors, aimed to capture international best practices of reciprocal accountability. This system has survived many changes in personnel and has withstood attempts by some provincial councils to encroach on internal procedures of the Syrian Free Police.

For both the Syrian Free Police and Civil Defence, ARK designed (and donors endorsed) a robust and effective system to monitor and audit the stipend system on a continuous basis, via stringent use of bilingual payment vouchers, invoices and expense summary sheets for operational and reserve funds, which are signed in triplicate by the recipient and

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witnessed by the donor, the implementer, and a provincial council representative. ARK also developed robust standard operating procedures (SOPs) and security protocols to manage the physical risks associated with the handling of large amounts of cash. Under the ICSP, as DTOs gained ground in northern Syria, ARK showed considerable flexibility in implementing new donor guidance to restrict cash payments to recipients ‘behind enemy lines’, by facilitating the relocation of these beneficiaries to moderate-controlled areas where they could regain their eligibility for support.

Through these mutually-reinforcing measures, which are replicable and scalable to other projects, ARK is extremely well placed to develop and implement mechanisms of direct and indirect support that meet HMG’s requirements for legal compliance, sustainability and risk management, accounting for the necessarily opaque nature of the cash-based work of the Syrian opposition. In this regard, ARK proposes to protect the project against existential risks by being fully transparent with the host governments (Turkey and Jordan) about its activities, in collaboration with HMG, to ensure full compliance with local laws, taxes and customs procedures. It also proposes to work with trusted partners inside Syria (including the Syrian Free Police) for the purposes of cash handling; unlike other commercial implementers, ARK will **not** use the Syrian *hawala* system, which is known to create financial benefits for criminal and extremist groups inside Syria in violation of international best practices of conflict sensitivity and ‘do no harm’.

**Training and mentoring.** Since 2011 ARK has pioneered the development of ‘train the trainer’ capacities among Syrian beneficiaries, including through the use of distance learning techniques for trainees unable to attend in-person training in Turkey or Jordan. Training has ranged from facilitated strategic planning workshops for Local Councils and police to skills and IT security training for media activists, alongside highly specialised training such as crime scene management and search and rescue utilising ARK’s extensive network of Arabic-speaking subject-matter experts. All sessions are designed according to adult learning principles and facilitation best practice, primarily through the application of the **experiential learning cycle** (ELC). Many participants of ARK training have gone on to assume leadership positions in the Syrian political opposition and civil society.

**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 Syria<sup>1</sup>. 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.

**Exit plan.** ARK understands that this project is intended to provide only quick-impact support to fill governance vacuums in the immediate aftermath of the liberation of territory from regime or extremist forces, pending the deployment of longer-term assistance by traditional humanitarian actors and, ideally, the Syrian Interim Government. ARK’s exit planning is predicated on close consultation with other implementers, international aid agencies, and the Interim Government, through its planned project hub in Gaziantep, backed by senior management support as well as close coordination with HMG in Istanbul and Amman. ARK will also ensure that Grassroots communications activities in support of the moderate opposition (an ongoing HMG programme) give appropriate emphasis to any success stories coming out of the liberation phase in these local communities and support the smooth transition of governance from

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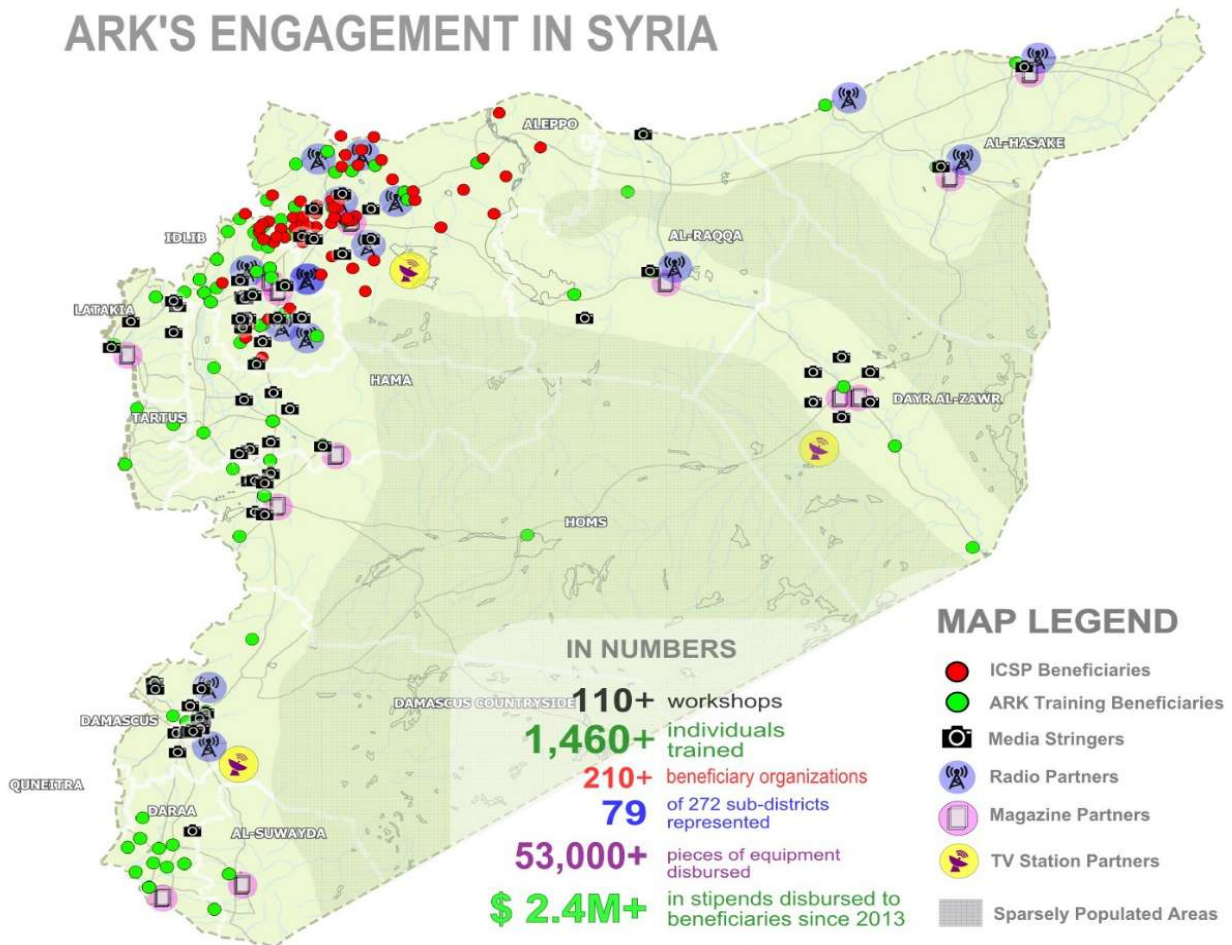
<sup>1</sup> Auranitis Life Line has 185 employees and 50 volunteers in southern Syria, fifteen warehouses inside Syria (1,600 square metres) and one transshipment storage warehouse in Jordan. Since February 2014, their teams have delivered relief or provided services (from reconstruction to social services) to 4,337,386 beneficiaries.

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quick-impact support projects to longer-term development – an objective fully consistent with the recently-approved Strategic Communications for Opposition Programme Enhancement (SCOPE) project for HMG.

**Programme effect and enduring value.** ARK will consider this programme a success if it allows HMG to: fill governance vacuums and deny their exploitation by extremist groups; maintain sufficient basic services to allow Syrian civilians to remain in these areas, and ultimately for displaced Syrians to return to them; increase coordination between the moderate armed and civilian opposition; enhance the credibility of the Turkey-based opposition including the Interim Government, and thereby undermine both regime and extremist narratives; and foster greater coherence across all lines of HMG programming, thereby addressing the “fail[ure] to harness synergies and entrenching [of] divisions, for example between project activities inside and outside Syria and between projects aimed at the civil and the military” that was diagnosed by a recent third-party evaluation of UK Syria programming (*Aktis/WYG: Syria Conflict Pool Programme Review, April 2015*).

## ARK'S ENGAGEMENT IN SYRIA



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**Ability to deliver in northern and southern Syria.** Since 2011, ARK has delivered over GBP 45 million in programming in Syria for HMG, the governments of the United States, Netherlands, Denmark, Japan, and Canada, and the European Union. ARK programmes have ranged from human rights accountability, local governance support provision, civil society capacitation, community security and policing, civil defence and strategic communications to enhancing women’s participation and the prevention of Sexual and Gender-Based Violence. These programmes delivered support to thousands of Syrian partners across both northern and southern Syria, including over 1,450 former beneficiaries of training, delivering over 54,000 pieces of equipment and over \$2 million in stipends and grants.

ARK has an operational base in Istanbul and has staff in Gaziantep as well as a number of key partners inside Syria. With the Government of Turkey’s full awareness, in **Turkey**, ARK operates through a registered Turkish company, PPM Araştırma Hizmetleri Limited Şirketi, which allows the company to enjoy legally-compliant corporate status, access the local procurement market, legally import and export, as well as provide services to Syrian beneficiaries and partners inside Syria. As PPM is part of the ARK Group DMCC based in Dubai, ARK can deploy a large base of regional and international consultants and subject matter experts to support its programming in northern Syria from Turkey. In addition to delivering training and equipment in **Jordan** for USG over the past three years, and in order to increase its ability to deliver to southern Syria, ARK has also been seeking to open an office in Jordan to better deliver ongoing HMG programming. ARK has recently secured HMG consent to facilitate the necessary contacts and approvals with the Government of Jordan. This registration process, which the Syria Office Amman (SOA) is facilitating, is expected to be complete within weeks.

**Capacity support.** ARK believes that sustainable and effective efforts at stabilisation and peacebuilding must be locally produced and driven. All of ARK’s work in conflict and fragile settings empowers stakeholders to identify solutions for conflict drivers in their communities, at a national and/or local level. To that end, ARK has mainstreamed capacity building (CB) into all its programming, developing a tailored stakeholder-driven methodology that enables beneficiaries to be the primary agents in their own capacity development. ARK’s methodology ensures beneficiary participation in every step of the programme cycle, from assessment and analysis, to the design, implementation, monitoring and evaluation of projects. The methodology utilises a wide range of CB approaches, viewing training as *one* of many tools; these are either strategically integrated into programmes to enable successful delivery of programme objectives, or are distinct, targeted and tailored programmes to build the capacity of partner organisations. This approach ensures effective participation and capacitation, with real-time support to partners and beneficiaries addressing their distinct organisational challenges, while also providing opportunities for experiential sharing and growth through joint activities.

In line with this approach, ARK has organised, convened and facilitated hundreds of CB activities, with over 140 workshops and trainings for Syrian beneficiaries, in which over 1,450 individuals and organisations have participated. These have ranged from facilitated strategic planning workshops for Local Councils or police, to skills training for media activists, and have resulted in the establishment and capacitation of HMG-supported Syrian partner organisations, from Syria Civil Defence to the Commission for International Justice and Accountability. Capacity support is designed according to adult learning principles and facilitation best practice, primarily through the application of the **experiential learning cycle** (ELC).

**Grant management.** As ARK’s capacity building methodology favours a learning by doing approach, all ARK projects are designed to include grant support for local partners, both to enhance their capacity to manage funding effectively, transparently, and accountably, and to assist groups in meeting project goals and bringing about positive change. As all groups operating in opposition-controlled Syria, especially those established after the revolution, are not officially registered nor do they enjoy any form of legal status, ARK utilises sub-grant contracts to manage funding relationships inside the county.

### *ARK’s sub-grant process*

1. Solicitation
2. Selection and participatory project design
3. Pre-award assessment
4. Donor approval (where applicable)
5. Agreement and contracting
6. Monitoring and evaluation
7. Close-out

Through delivering projects such as the Danish-funded Baytna Syria civil society grant hub, and the Dutch-funded Sharika pilot to enhance women’s participation by implementing community-led projects with Local Councils, ARK has developed a process for managing sub-grants in the Syrian context that is adaptable to different project

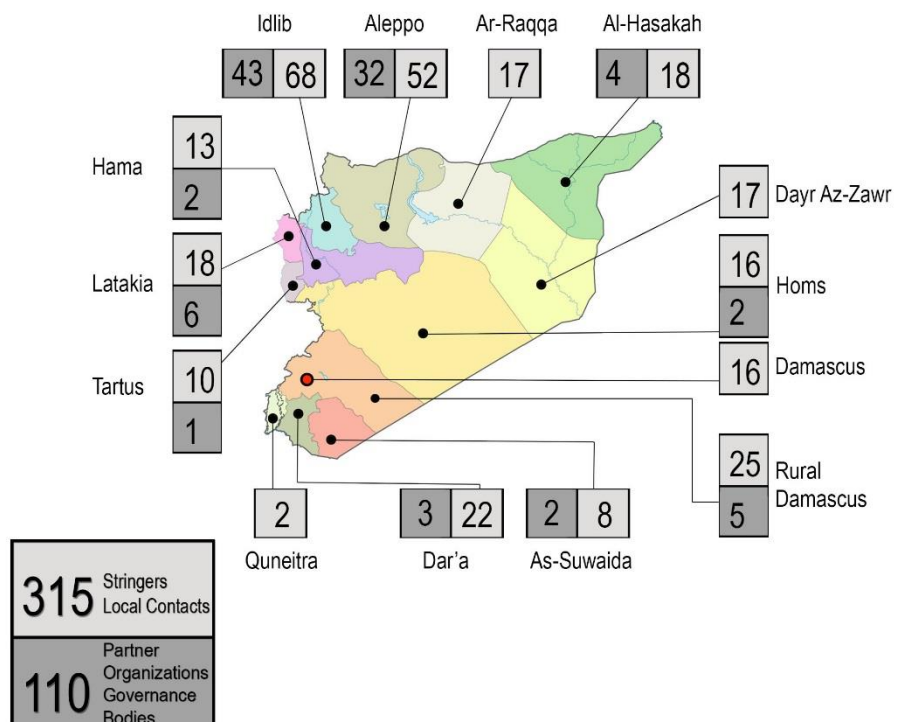
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objectives. ARK conducts assessments to identify the most appropriate local partners, and works with them to design the projects to be funded according to best practice in project design for conflict environments. Approval of sub-grants is usually dependent on (1) proof of consensus of various partners involved as well as proof of local consultation (as documented by project field staff), (2) a narrative proposal providing a detailed description of the project (the ARK-provided template ensures key criteria such as theories of change and Do No Harm analysis are presented), and (3) a detailed activity-based budget, developed with mentoring from ARK budget managers. Partners receive training on appropriate financial reporting and procurement procedures, and are provided with various reporting and receipting tools. Payments are made according to a pre-agreed Drawdown Schedule which outlines the number of payments, their amounts and planned dates. At the end of every month, local partners are expected to report their expenses in a pre-provided Log of Expenses.

**Cash handling, receipting and local procurement.** Individuals tasked or nominated to receive cash on behalf of local partners are required to present a signed and stamped (if possible) Authorisation to Request Drawdowns letter from their respective organisation. This letter must be signed by at least two other members of the organisation, clearly delegating the third member to request and receive payments on their behalf. ARK vets all individuals involved through World Check, unless HMG requests an alternative vetting portal. Local partners are required to obtain receipts for their expenditures inside Syria or any expenditures expected to be reimbursed against the sub-grant. If an organisation does not have a receipt template, ARK provides a Receipt Cash template. In case local suppliers cannot provide receipts or invoices for items, equipment, supplies or services purchased or procured locally, partners are requested to fill out a designated receipt or invoice template which bears the signatures of three witnesses in addition to the supplier signature.

**Remote Monitoring and Evaluation.** ARK’s monitoring and evaluation unit works to provide timely feedback to project teams, enabling course correction and rapid response to any suspicion of diversion of funds or equipment. In alignment with best practices, ARK employs a combination of in-person and technology-enabled monitoring methodologies to track delivery remotely. ARK’s stringer network has experience documenting equipment delivery from border crossing to transit and end use. In addition, ARK stringers can conduct marketplace checks, to investigate possible leakage of goods. ARK’s database enables efficient transfer of photo and video documentation to project headquarters where it is systematically reviewed and reported to project management and donors. The network is currently capable of verifying delivery in Aleppo, Dara’a, Damascus, Dayr al-Zawr, Hama, Homs, Idlib, Latakia, Qamshli, Raqqqa, and Rif Damascus.

In addition to verifying delivery through photo and video evidence, ARK’s team of enumerators have a demonstrated ability to reach target populations in Syria using web-based and paper in-person methodologies, as well as remotely administered phone and e-surveys, to assess needs and gauge local stakeholder legitimacy and public perception of key actors such as the Aleppo Free Police, Local Councils and Civil Defence. To deliver the Emergency Stabilisation Response Mechanism the enumerators will conduct randomised spot checks to verify that stipends and sub-grants have been used in alignment with HMG aims. ARK will draw on previous experience conducting interviews with randomly selected rank and file employees to verify handover of cash stipends and effective use of sub-grants, as well as solicit feedback about the legitimacy and credibility of key stakeholders.



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**Client liaison.** ARK has a strong record of close engagement and coordination with HMG to ensure continuous access to programmatic progress, delivery status, and situational changes. ARK utilises a range of tools to provide HMG with the ability to rapidly make decisions, respond to events, mitigate risks and plan ahead based on the most up to date and reliable field information.

**Reporting.** ARK's programme teams raise weekly, fortnightly, monthly and quarterly reports on programme activities and ground developments to ensure HMG programme officers are fully sighted on progress towards objectives. Weekly atmospheric reports under the Grassroots programme look at trends in regime and opposition social media and provide analysis to feed into product development and campaign design and response. Short-term reports (fortnightly or monthly) are frequently in PowerPoint form, relying on visual documentation of programme activities and reporting against CSSF-agreed outcome and output indicators and targets. Daily communication and coordination with HMG staff is conducted through email.

**Briefings.** ARK's team in Istanbul and Gaziantep are always available for face-to-face briefings for both Turkey-based HMG staff as well as visitors. In addition to official HMG-led meetings such as quarterly UK implementers' meetings and the monthly strategic communications board, ARK programme managers, country management, analysts and monitoring and evaluation officers frequently meet with HMG staff to discuss programmatic as well as situational updates and reflect HMG guidance into programme delivery. Briefings to HMG policy and diplomatic staff also include detailed situational updates; ARK's analytical team closely monitors developments, examining shifts and trends in conflict dynamics using tools such as conflict heat maps and systems maps.

**Analytical products.** ARK has previously applied methodologies similar to those requested under this tender to *deliver rapid, accurate analytical products about developments in the field to service HMG needs and respond to requests for information (RFI)*. When HMG requested an overview of the situation in Idlib city following its liberation in April 2015, ARK mobilised its stringers and networks in civil society organisations, the Idlib Free Police, the Syria Civil Defence, and the political opposition to produce a rapid three-page analytical report and a verbal briefing. The deliverables addressed nine key questions from HMG related to humanitarian conditions and service provision, as well as the evolving governance and security space. Under the HMG co-implemented Integrated Community Security Programme (ICSP), ARK provided both solicited and unsolicited context analysis of a similar nature. For example, ARK repeatedly flagged, mapped, and analysed programmatic threats posed by DTOs as they advanced towards strategic programme areas bordering Turkey (July and August 2014), and helped develop the appropriate contingency planning. All of ARK's programmes have been implemented with local buy-in, meaning that ARK has a track record of successfully assessing the capacity and reliability of local partners.

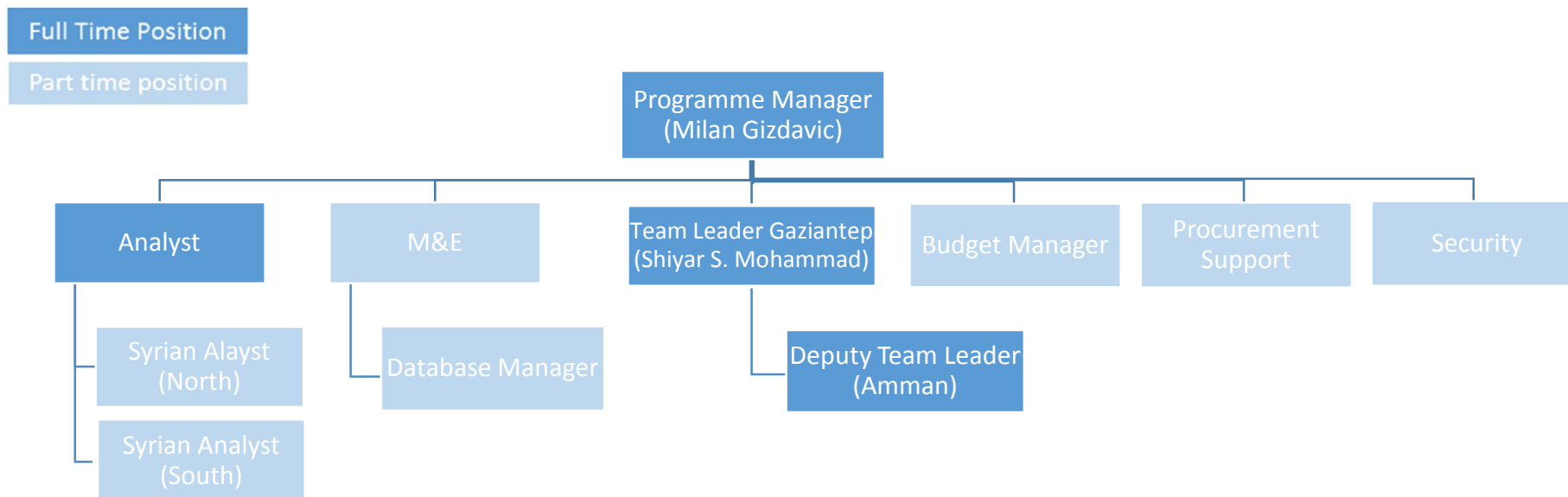
**Spot reports.** In addition to RFIs, ARK regularly provides HMG policy and programmatic staff with unsolicited spot reports to bring urgent matters of potential interest to HMG to the attention of UK representatives in London and in the field. ARK mobilises its network of contacts to report on the latest political, military or social situation within a very short time span (24-48 hours). Past examples have included spot reports on the assassination of Ahrar al-Sham leaders (September 2014) and the advances in Aleppo (February 2015).

**Results Reports.** ARK's Monitoring and Evaluation team tracks programme implementation on a daily basis according to both the CSSF agreed M&E plans as well as internal M&E plans at the outcome and output levels. Our in-house developed Data Management System (DMS) allows programme and M&E teams to track quality of delivery and results – from beneficiary receipt of equipment or training, to feedback on usage and effectiveness of training. In addition to forming the core data for quarterly reporting, the system allows ARK's M&E and Senior Management teams to monitor for success stories and potential entry points for programme expansion. These are presented in monthly results reports.



Part B: Technical and Quality Delivery

Risk	Mitigation
<b>Armed groups block or seek to co-opt cash/equipment deliveries to designated areas.</b>	With HMG guidance, engage in dialogue with non-Designated Terrorist Entity (DTO) groups through partners to ensure non-interference/non-diversion of assistance; coordinate with other donors/programmes involved in Moderate Armed Opposition (MAO) and policing support to ensure acceptable environment for delivery of assistance.
<b>Border closures or DTO proximity to border crossings impede the delivery of equipment.</b>	Coordinate with other organisations (humanitarian, civil defence, policing) engaged in cross-border logistics to use their delivery platforms where possible, as well as with the Governments of Turkey and Jordan as determined by HMG; engage in procurement inside Syria where necessary.
<b>Border closures and controls on movement of Syrians impede the movement of grants and stipends.</b>	Work with HMG to facilitate border crossing of key individuals; work with networks with proven ability to safely cross borders.
<b>Border closures and controls on movement of Syrians impede the delivery of training/mentorship.</b>	ARK has a proven track record of providing virtual training and capacitation as well as the ability to mobilise qualified trainers inside Syria.
<b>Risk of host governments (Turkey/Jordan) objecting to / disrupting implementation.</b>	ARK and HMG to operate on basis of full transparency with host governments including briefing on existence of cash transfers and details of equipment procurement to avoid customs complications.
<b>Risk of theft or loss of cash inside Syria prior to delivery to beneficiary.</b>	Work only with vetted/trusted individuals including Syrian Free Police members; limit maximum cash amounts to contain losses. Test and diversify delivery networks.
<b>Risk of 'commissions' on cash transfers benefitting DTOs or other armed/criminal actors.</b>	ARK proposes to work mainly with civilian actors including the Aleppo Free Police to ensure safe and accountable delivery of cash assistance, with full disclosure of fees paid.
<b>Risk of assistance being diverted to DTOs.</b>	Work only with vetted/trusted individuals including Syrian Free Police members; conduct rigorous risk assessment including proximity of DTOs to target programming localities.
<b>Presence of armed actors may impede conduct of proper M&amp;E.</b>	Use of multiple sources of M&E information including media stringers, civil society contacts, and governance institutions (police, Local Councils).
<b>Risk of reputational damage to project partners and beneficiaries.</b>	HMG and ARK to develop robust communications lines to take, explaining nature and source of assistance, with option of HMG-supported Grassroots campaigns in support.
<b>Risk of insufficient data in some localities to conduct proper risk assessment.</b>	In its fifth year of Syria programming, ARK relies on database of 1,400 contacts (former training and equipment beneficiaries, media stringers, CSOs, other local partners) inside Syria and has the ability to aggregate and verify data from multiple streams.
<b>Risk of detention, injury, or death of in-Syria partners.</b>	ARK Head of Security to monitor implementation to ensure adherence to robust, established IT operational and physical security Standard Operating Procedures. ARK to rely on local groups/individuals with knowledge of conditions on the ground, to support ongoing security assessment.



*Key responsibilities:*

**Programme Manager:** risk analysis; oversight of procurement; coordination with client via ARK Senior Management Team.

**Team Leader:** manage Amman-based Deputy Team Lead; manage in-country networks leading to identification, vetting, and coordination of partners and recipients in target communities; manage relationship with Aleppo Free Police; support risk assessment function of the analysts and Programme Manager.

**Lead Analyst:** ongoing location/partner identification and engagement and contingency planning; coordination of in-country information sources; risk analysis; reporting (ongoing and ad hoc) to HMG.

**Lead M&E:** design monitoring and evaluation methodology for project; manage in-country M&E resources (individuals and group); report to HMG on results.

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### **SUMMARY**

Mr. Milan Gizdavic possesses fifteen years of operational and programme experience in supporting and managing international relief and both US and UK funded development programmes in conflict and post-conflict environments in Serbia, Kosovo, Bosnia, Yemen, Afghanistan and Syria.

### **TECHNICAL EXPERTISE**

- Security Operations Management
- Administration Management
- Procurement and Logistics
- Human Resources, Staff Training and Development
- Small Grants Management
- Stabilisation Programming and Operational Support

### **PROFESSIONAL EXPERIENCE**

#### **Deputy Country Manager – Support Services ARK Group DMCC, Istanbul, Turkey**

**September 08 2014 – On going**

As DCM - (Support Services) – Turkey, contribute to the operational development of the ARK group in Turkey, oversee the support services of the Country Office including the Logistics & Procurement requirements of the Turkey Country Office and Programme /Project teams located in Syria and the Human Capital Management team and assist with wider corporate priorities.

#### **Deputy Chief of Party for Operations, Creative Associates International (Creative), Kabul, Afghanistan**

**April 7, 2012- June 10 2013**

Responsible for management of security subcontracts and responsible for programme compliance with Task Order, USG rules and regulations and Creative policies and procedures; supported the COP in all operational tasks and duties; designed and managed accountable, streamlined systems to maintain programme inventory, arranged logistics, and subcontractors and vendor compliance with Creative's Field Operations Manual; managed, trained, and mentored key OTI/AP team members in the areas of administration, logistics, human resources, procurement, budgeting and finance.

#### **Operations Manager, STTA Creative Associates International (Creative), Sana'a, Yemen**

**January 19, 2012- March 25, 2012**

Responsible for all operational logistics and support of programme implementation for USAID funded Community Livelihoods Project (\$123 Million); worked with the DCOP in maintaining a database of local partner agencies and personnel; and ensured effective deployment and management of local staff resources.

#### **Operations Manager, Creative Associates International (Creative), Afghanistan**

**April 2009-December 2012**

Responsible for all operational aspects and support of implementation of USAID funded Building Education Support Systems for Teachers (BESST) and Education Stabilization Initiative small grants component (\$100 million); provided management and oversight of project operations, including administration, logistics, procurement, property, human resources and database management to ensure effective and efficient operations and operations support to activities and sub-awards to meet goals, timelines, and deliverables; provided input into design, development, maintenance, and management of the Grants Management System (GMS) and databases to increase efficiency and internal communications; and organized workshops/trainings on procurement, USAID rules and regulations, Federal Acquisitions Rules and Regulations (FAR), management, grants, and security.

**Country Program Manager, CHF International, Afghanistan**

**July 2008-March 2010**

Responsible for all aspects of managing USAID-funded Afghanistan Shelter and Settlements Initiative Supporting Transition Project (ASSIST); provided management and guidance to a team of 60 national program staff to ensure the successful, budgetary and programme compliant implementation of all project activities for the programme and served on the Board of Directors for CHF and managed Afghanistan Micro Finance Institute AMFI.

**Interim Head of Mission, United Methodist Committee on Relief (UMCOR), Afghanistan**

**August 2007-November 2007**

Responsible for the overall UMCOR country mission and its staff and designed and implementation of mission strategies including annual work plans, semi-annual and monthly reports; supervised headquarters' and field office staff (4 international and 35 local), developed plans for staff development and provided relevant training; managed relationships with communities and donors such as BPRM, USAID and initiated and developed new relationships with donors such as the European Union.

**Program Manager-Head of Sub Office, United Methodist Committee on Relief (UMCOR), Afghanistan**

**December 2005-August 2007**

Managed UMCOR's extensive sustainable return and reconstruction programmes in the Central and South East region of Afghanistan; responsible for daily programme and operational running of UMCOR Gardez sub-office with a team of 35 national engineers, livelihood officers and other programme staff. Implemented USAID-funded programmes including building and refurbishing of schools and clinics, US State Department funded housing reconstruction assistance and worked closely and trained local implementing partners to manage grants and subcontracts. .

**Security and Logistics Manager United Methodist Committee on Relief (UMCOR), Afghanistan**

**August 2005-December 2005**

Responsible for all aspects of security and logistics during the mission; oversaw, managed and advised on security and operations logistics in South East Afghanistan; ensured timely and secure material assistance delivery, monitored security environment for staff, equipment and assets, and liaised and developed both formal and informal contacts with security organisations.

**EDUCATION**

2006 – 2008 Faculty of Law, Novi Sad, Serbia Bachelor Degree – Graduated Lawyer

1995 – 1998 Advanced Police School Belgrade, Serbia Degree – Police inspector

**LANGUAGES**

	Reading	Speaking	Writing
• Serbian	Fluent	Fluent	Fluent
• English	Fluent	Fluent	Fluent

**PROFESSIONAL DEVELOPMENT**

Advanced Award Management, Nov 2012, Afghanistan, Centre for Development Excellence-CDE

USAID Regulations and Policies, Nov 2012, Afghanistan, Centre for Development Excellence-CDE

Security Management Workshop, Aug 2005, Afghanistan RedR UK

Follow up and Evaluation of Project Sustainability, July 2004, UMCOR Serbia

Security Rules and Regulations in Kosovo, Aug 2004, UMNİK Kosovo

Advanced Training on NGO Management, Feb 2003, UMCOR Serbia

NGO Management Training, Sep 2001, UMCOR Serbia

Peace Building and Multicultural Understanding, Nov 2001, UMCOR Kosovo

Part C: Resource – Team Leader CV

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Gaziantep, Turkey

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**SUMMARY**

Syrian stakeholder engagement specialist and analyst involved in relationship management, atmospheric reporting, activity development and capacity building of Free Syrian Police (FSP) and governance actors. Over two years of experience in active, direct engagement with security and governance actors in liberated Syria. Skilled in project management, strategic communications, facilitation and supervision. Previous experience with reporting on developments around the Syrian revolution for CNN. A well-experienced linguist with over 8 years of experience in translation, interpretation and effective and accurate messaging.

**PROFESSIONAL EXPERIENCE**

November 2014 – current

**ARK Communications Programme/ Networks Manager**

*ARK Group DMCC/ Gaziantep, Turkey*

- Identify various different opposition groups and build a network of contacts in Syria.
- Manage ARK Group's networks of different project beneficiaries and stakeholders.
- Coordinate programming with various local governance institutions/actors, CSOs, activist groups and other stakeholder groups in target areas in Syria, as well as with opposition governance bodies outside Syria (e.g. the Syrian Interim Government).
- Work on bolstering the legitimacy of opposition local governance institutions by identifying their success stories for ARK's communications programme.

July 2013 – October 2014

**Integrated Community Security Programme  
(Previously known as Public Order and Security)  
Provincial Frameworks Project Manager**

*ARK F.Z.C/ Istanbul, Turkey*

- Worked with the FSP and local communities to tailor and implement security programming based on their needs.
- Identification of new beneficiary areas/partner Syrian institutions.
- Engagement and management of relationships with different stakeholders and actors (e.g. the IG, FSP, PC/LC officials, CSOs, armed actors) for their inclusion and/or support and endorsement of the ICSP.
- Empower beneficiaries to develop national-, provincial- and local-level plans for Public Order, to design a multi-province policing module across Syria.
- Inform donor policies and decision-making processes to address Syrian people's justice, security and governance needs.

June 2012 – December 2013

**Chief of Translation**

*ARK F.Z.C/ Istanbul, Turkey*

- Line-manage the skilled in-house team of translators/interpreters.
- Prioritise and manage the translation workload and attend to the company's linguistic needs and manage effective relationships with translation agencies.

## Part C: Resource – Team Leader CV

February 2012 – July 2012

### **Assistant Reporter and Interpreter**

*CNN International/ Istanbul, Turkey*

- Continuous monitoring of news about Syria, and report on stories.
- Embed with the Free Syrian Army, and help provide war-reporting coverage.
- Interview people and investigate news about Syria, with a particular focus on the humanitarian crisis, and security and justice concerns.
- Interpret, translate and edit material for reporting, and fix interviews and movements inside Syria for news crews.
- Work with the Syrian political opposition and provide advice on their media and communication strategies.

<b><u>EDUCATION</u></b>	<b><u>LANGUAGES</u></b>
<b>Damascus University, Damascus, Syria</b> BA, English Literature and Language 2004 – 2011	<b>ARABIC:</b> Functional Native Proficiency <b>ENGLISH:</b> Functional Native Proficiency <b>KURDISH:</b> Mother-tongue <b>TURKISH:</b> General Professional Proficiency

### **ACCOMPLISHMENTS**

- Helped establish and develop three free police leaderships across northern Syria (in the provinces of Aleppo, Idlib and Latakia).
- Translated well over 1,000 documentary films for Al-Jazeera Documentary Channel.
- Worked with a variety of clients, translation agencies and companies, and government bodies (including the Turkish MFA, USG's Bureau for Conflict and Stabilization Operations, NDI, UK's FCO, Quebec's Dept. of Immigration, Danish MFA)
- Co-facilitated and/ or trained both in English and in Arabic in as many as 40 events/workshops.
- Directly line-managed a pool of more than 20 individuals (interpreters/translators/editors).

### **SKILLS and PROFICIENCIES**

- Demonstrated understanding of the security and local governance realities and concerns in Syria.
- Very strong linkages and relationships with stakeholder groups inside and outside Syria.
- Varied and progressive experience in Syria programming.
- Project management and supervision expertise.
- Effective training delivery and facilitation skills.
- Media capabilities and experience.
- High-level communication and interpersonal skills.
- Excellent research and report writing capabilities.
- Meticulous accuracy in messaging and communications.

## Part C : Duty of Care

ARK places great importance on effective and responsive HR management and on its duty of care to staff. Clearly stated in ARK's Human Capital Management manual are the standard working hours and that staff should aim to keep overtime to a minimum for the sake of their physical and mental well-being. One third of the manual is devoted to codes of conduct, including policies for whistleblowing, equal opportunity, confidentiality, harassment, and ethical business conduct.

The most important single component of duty of care, given the context that ARK project teams are working in, is staff safety. As part of its Security Risk Management process, ARK's operational security risk register is updated at weekly team meetings, and in response to changes in the programming or operating environment. In addition to a **dedicated Head of Physical and IT Security** working from ARK's corporate headquarters in Dubai, each ARK office has a security officer duty roster and incident muster point. Routine security issues are communicated to staff by SMS, and in the event of a significant incident, ARK has a cascading emergency call tree structure in place to ensure that all staff can be accounted for, and are provided with instructions on how to respond to the incident. Media handling and lines to take are ready in the event of public interest in response to an event. All human resources files are kept updated with Next of Kin emergency contact details.

Following an incident, ARK's senior management team meets to assess the situation and reviews existing security protocols, updating these where required and communicating them to all relevant employees, beneficiaries and donors. An incident report is provided to clients, including initial response and subsequent mitigating actions. Into its fifth year of programming in the MENA region and operating within an active conflict characterised by a proliferation of asymmetrical threats, ARK has already handled a range of risks, from beneficiary injury (e.g. land mine strike) en route to training, to medical emergency in situ, detention of beneficiaries by government or opposition/extremists, kidnap, and physical targeting (e.g. by barrel bombing). ARK staff, many of whom are local nationals, have also had to deal with the psychological costs of war, from displacement and personal security threats, to the consequences of seeing family and friends imprisoned, tortured and killed. ARK's ability to maintain a functioning, capable staff and to deliver over \$70m of assistance to thousands of beneficiaries is a testament to a resilient HCM strategy that balances the imperatives of delivery with the need to appropriately manage the impact on staff.

Risk management is an integral component of effective programming across all aspects of ARK's activities, and is widely employed by ARK to improve the quality of its work. Ongoing analysis of the MENA region (including its impact on neighbouring states) is the foundation of ARK's Security Risk Management (SRM) process, and integrates the full range of ARK staff capabilities, implementing partners, beneficiaries and donor governments where possible. Risk assessment and analysis is owned at Chief Executive, Country Manager, Head of Physical and IT Security, and programme and project management levels, drawing on ARK's considerable corporate experience including in government and the military. ARK takes staff and beneficiary risk extremely seriously; has considerable experience managing risk successfully; and has developed an effective risk management strategy for doing so.

All programmes have their own detailed security plans, based on ARK's extant security standard operating procedures, which are reviewed quarterly. Company security policies and protocols are also regularly communicated to staff through training sessions focussed on both personal physical security and IT security. ARK's risk management process reviews country, programme/project, reputational, political and tactical risks, prioritising them by probability and impact, then identifying effective mitigation and management strategies.

Syrian liaison staff travelling regularly between Turkey and project sites in Syria do so under clearly defined security protocols. Members of ARK's extensive network in Syria carry out opposition

## Part C : Duty of Care

activities in hostile conditions, and would do so with or without external funding or support. Part of ARK's ongoing SRM process is to gauge to what extent external support encourages or enables activists to engage in potentially dangerous opposition activity, the extent of any liability, whether the resulting risk levels are acceptable, and proposed risk avoidance, tolerance and mitigation measures.

**Project-specific duty of care.** With regard to the specific risks associated with implementation of the Emergency Stabilisation Response Mechanism, ARK proposes to partner with individuals and groups inside Syria with a proven record of responsible management of personal risk (including the Aleppo Free Police), and to clearly identify and assign responsibility for coverage of personal risk, including insurance where possible, as part of any contracting arrangement with delivery partners in Syria. At the moment, ARK does not envisage the need for any of its employees to enter Syria to assist the delivery of this programme.

Although in ARK's experience, in-Syria partners typically (and correctly) believe that their native understanding of local security conditions – and therefore their ability to manage their personal risk – is superior to that of outside observers, ARK has nonetheless succeeded in getting buy-in from local partners to invest their time in participating in comprehensive security training sessions. Most notably in the case of ARK's network of 60 media stringers, training has been provided covering the following topics: threat assessment, health and medical, personal safety, comms and IT security, travel and movement, and action after incident. Such training may be offered to in-Syria programme partners as needed.

Ultimately, however, ARK's most potent tool for managing the risk to programme associates inside Syria is its high level of situational awareness, particularly as regards the attitudes of armed groups operating alongside the civilian governance space that this programme seeks to assist. ARK's team of Syrian and international analysts expect to use the full range of available information sources to assess the degree of permissiveness of any proposed programming locality and activity, and to triangulate this information with the local individuals and groups that have been identified as the best-placed implementing partner in that locality. Ultimately, ARK will not pressure or induce local partners to undertake any action that they judge represents a risk to their personal safety or the security of their organisation or operations.