

## **ACCESS TO JUSTICE AND COMMUNITY SECURITY (AJACS) IN SYRIA**

### **Attachment 4: SCOPE OF WORK and STATEMENT OF REQUIREMENTS**

#### **1. Introduction, summary and background**

In Syria, the Governments of Denmark, the Netherlands and the United Kingdom (hereinafter referred to as 'DK/NL/UK' or 'donors') seek to foster a negotiated transition in Syria, leading to a representative government that is responsive to the needs of the Syrian people, support moderate governance structures in opposition held areas of Syria, counter violent extremism and prevent the establishment of a terrorist safe-haven.

In support of these goals, this multi-donor programme aims to build the cohesiveness and resilience of the moderate opposition in Syria's liberated territories, enhance the opposition's capacity to govern and serve their communities, prepare them for a post-Assad transition, and set the conditions for an inclusive democracy.

The donors are seeking a supplier to implement this scope of works.

#### **2. Program Goal and Objectives**

##### **a. Goal**

The overall goal of AJACS is:

To contribute to the longer term recovery and development in areas under control of the moderate opposition, through improving the provision of legitimate security and justice, thereby enhancing community security.

##### **b. Objectives**

The Access to Justice and Community Security (AJACS) program aims to empower civilian security and justice (S&J) providers and institutions, in partnership with the Interim Government (IG) and local S&J stakeholders, to deliver S&J services to their communities. This will improve the community's access to security and justice, help the moderate opposition hold and consolidate areas under its control, and increase space for regular political, social, and economic activity to take place. In the immediate term, it will enhance the legitimacy of, and support for, the moderate opposition. It strives to reduce risks of future violence and mitigate the growth of extremism.

Consequently the objectives of the AJACS programme are as follows:

- Help security and justice service providers respond to insecurity more effectively through improved training and equipment, more effective command and control and greater public engagement.

- Help the IG and the moderate opposition develop its capacity to plan and prepare security and justice interventions so that it is able to act quickly to consolidate when opportunities arise.
- Counter incentives offered by extremist groups through materiel and other support for moderate security and justice actors and by increasing their legitimacy in the eyes of the population.
- Contribute towards recovery through increasing confidence, capacities and processes among community actors to collaborate effectively.

### 3. Approach and principles of implementation

#### a. Approach

In working towards a post-war, more peaceful Syria, the proposed approach aims to **respond** to the ongoing violence affecting communities in Syria, **involve** communities in the design and oversight of responses, **build** organisational and community capacity for the future and **enhance** public confidence and support and community cohesion

This approach is based on providing support to those with a key role to play in improving community security and justice based on the intensity of violence and the capacity of those affected to respond.

#### b. Key Principles

Six key principles will guide AJACS' implementation:

- **Flexibility and responsiveness** to ensure support is appropriate, timely, adaptable to changing circumstances, conflict-sensitive, and takes into consideration the level of violence and nature of security challenges present in a particular community
- **Relevance** to the evolving conflict and security context of the Syrian revolution and the **capacity and needs** of AJACS' beneficiary institutions and their communities
- **Partnership and public participation** by the IG and communities involved in the design and oversight of local S&J initiatives supported by AJACS so as to improve trust in local and national police and ROL officials and institutions, contributing to the sustainability of results
- **Complementarity and coordination** between AJACS, local and national Syrian-led initiatives, and other foreign donor assistance programs related to security and ROL such as civil defense, governance, transitional justice, and service provision
- **Community engagement and trust building** by donors and implementers with Syrians, and supply side security and ROL providers with local populations, to ensure AJACS' interventions are locally owned and focus primarily on addressing the S&J priorities defined by communities and the IG

- **Continuity** of multi-donor programming that builds on achievements and lessons to date, taking into account risk assessment and mitigation measures

#### **4. Multi-Donor Management**

The total scope of AJACS' activities comprise those funded and carried out under this contractual agreement with EU donors and grants or contracts held by the US Government's Authority (CSO), and potentially other governments. Legal constraints and policy considerations identified by donor government representatives will officially govern donor funding for AJACS activities. Donors intend, however, to manage AJACS collectively with its partner governments as part of an AJACS "Steering Board," which meets regularly to make larger policy decisions about the program, and the AJACS "Secretariat," which manages day-to-day program implementation. A Terms of Reference (TOR) will detail the roles and responsibilities of the AJACS Steering Board, Secretariat, and implementing partners in relation to each other, Syrian beneficiaries, and other governments. Donors will expect the implementer of this Scope of Work to take direction from the collective AJACS Steering Board and Secretariat and abide by the principles outlined in the TOR unless otherwise directed.

Provision of materiel support should begin within 30 days of grant approval.

#### **5. Contract Period of Performance**

The contract for implementation will be based on a 1yr + 1 yr basis. However, an initial 6 month break clause will be incorporated based on implementer performance and donor funding cycles. The first year is expected to be up to circa £9 million.

#### **6. Indicative activities**

The implementer of this programme should expect to have the capability to carry out full range of activities outlined below. Donors may, at their discretion, ask the implementer to suspend or cancel certain activities, and ramp up or scale down others, depending upon the changing situation in Syria, considerations related to its partnership with other governments in AJACS implementation, and other factors.

##### **a. Stakeholder engagement**

In conjunction with the Secretariat, identify, convene, and coordinate between relevant stakeholders (including but are not limited to: police, legal/judicial actors, local and provincial councils, civil society, moderate armed groups, and community groups and leaders) in active and potential recipient communities (aka entry points) to facilitate communication and collaboration between (a) Syrian stakeholders and (b) public order and ROL stakeholders and the Secretariat in order to facilitate planning and the provision of AJACS assistance. Syrian implementing staff and beneficiaries should participate in these processes.

##### **b. Capacity building and training**

Build the capacity of selected stakeholder groups identified in above to deliver security and justice to their communities more effectively by training them according to their training needs in internationally accepted procedures and standards of public order and ROL tradecraft and its associated skills. These could include but are not limited to policing in wartime, the preservation of life, legal documentation, dispute resolution, stabilization and provision of civilian police, command and control, crime prevention, and effective detention procedures. Beyond local/provincial free police and justice actors, ensure that local/provincial councils, civil society/community groups, the IG, and moderate armed brigades participate in these trainings as appropriate. Identify specific capacity building opportunities for these groups in the S&J realm to solicit their buy-in to local public order and ROL initiatives, facilitate joint strategic planning, and promote civilian oversight over the S&J sectors.

Identify the potential for materiel and financial support and capacity building for justice actors, local/provincial councils, civil society/community groups, and the IG to undertake justice functions, including but not limited to establishing or revitalizing Alternative Dispute Resolution (ADR) processes, documentation centers, and the “regular/civilian” justice system. Carry out the identified activities at the direction of the Secretariat.

c. Materiel Assistance

Provide materiel support – in the form of non-lethal electronic, communications, office, and training equipment; vehicles; operational funds; sub-grants for local procurement and refurbishment needs; and/or stipends – to strengthen the structure, role, influence, and effectiveness of public order and ROL organizations. Identify the potential for materiel support for local/provincial councils, civil society/community groups, and the IG to undertake S&J functions.

d. Transparency, Accountability, and Human Rights Mechanisms

Work with public order and ROL stakeholders to develop mechanisms that ensure transparency, public accountability, and adherence to human rights across all AJACS-related activities. These should include but not be limited to implementing and further developing the Police Code of Conduct, professional standards for judges and other judicial staff, the existing audit system for financial payments, the designation of inspectors general and/or ombudsmen to monitor the provision of AJACS assistance, and establishing local/provincial council and community oversight mechanisms. Recipient organizations must agree to appropriate levels of vetting as defined by the Secretariat depending on the nature and recipient of the assistance.

e. Community Engagement and involvement

Help both supply- and demand-side Syrian public order and ROL stakeholders to develop and execute community engagement campaigns and activities—including communications campaigns—to engender trust between S&J service providers and their communities, improve the provision of public order and ROL, publicize and cultivate positive images of

moderate S&J institutions, increase local understanding of the roles and responsibilities of S&J institutions and stakeholders, contribute to the accountability and transparency of FSP forces and ROL actors, promote respect for and adherence to international standards of human rights (including the Police Code of Conduct and professional standards for judicial actors), and include women and minorities in public order and ROL conversations and activities.

f. Coordination

In line with the AJACS Steering Board Terms of Reference, support the Secretariat coordinate and harmonize AJACS assistance with other governments, implementing partners/agencies, non-governmental organizations, the IG, and where possible and subject to Secretariat guidance, moderate armed groups. In recognition of the broad interpretations of S&J taken by communities, and the interrelationships between public order and ROL needs and other priorities, areas for coordination should include but not be limited to civil defense, local governance, conflict resolution mechanisms and service provision.

g. Analysis

Produce analytical assessments of Syrian political, security, and social developments as specified by donors and the Secretariat. In addition, provide regular information on the following:

- Vetting  
Implementer will send CSO an updated, cumulative list of all names submitted as potential beneficiaries with full bio-data and contact information. The implementer will provide the data sorted by activity in a secure fashion on a spreadsheet format supplied by CSO.
  - Provide an updated master spreadsheet of data.
  - Provide activity records of distributed Satellite phones.
  - Disclose additional related grants and contracts funded by other entities and/or international partners, including the amount, period of performance, and description of purpose.
- Weekly:
  - A consolidated weekly product to donors and the Secretariat. Topics to be covered in each weekly report may include:
    - Progress against the Program/Work Plan.
    - Local Atmospherics - Time-sensitive analysis of on-the-ground dynamics *related to S&J issues* and consequences for the programme design and implementation. This reporting should focus on information gleaned from local contacts and program participants.
    - Completed Events – Brief description of events/activities completed in the reporting period. The description should include: dates of event; purpose and curriculum; total number, geography, and background of

participants (e.g., 20 representatives of local councils and civil society groups from Idlib); and any equipment distributed.

- Impact Stories – As appropriate
  - Management Issues – Summary of management or implementation issues, if any (e.g., border challenges prevented 3 participants from attending X course; or descriptions of why a planned event is being delayed).
  - Upcoming calendar items
- Mid-term and Final Analytical Reporting:
    - At both the mid-point of the grant and upon its conclusion, the implementer will send a report evaluating and analyzing the effectiveness of the program. If the award is extended, donors will, in consultation with the Secretariat, inform the implementer about the timeline for any other mid-term reports required in addition to the final report.
    - Mid-term and final reports should include but not be limited to an outcome/impact analysis relating to indicators and desired effects.
  - Monitoring and Evaluation:
    - Conduct in-country monitoring and evaluation (M&E) on the impact of this project to include but not be limited to verifying the delivery of assistance to recipients and assessing the outcomes and impact of the AJACS. The Secretariat and implementer will finalize the details of the implementer's M&E plan, including specific metrics and indicators, within two weeks of grant signature. The M&E worksheet may undergo minor alterations during the performance period and the format may be changed to respond to findings.
    - M&E findings and analysis should regularly feed into program design and implementation.
    - Data analysis, in collaboration with the Secretariat and/or other entities, will also quantify and evaluate the impact of assistance activities in communities of interest.
    - The implementer will cooperate with any independent M&E reviews which are carried out at various stages of the program.

## **7. Substantial Involvement**

The provision of non-lethal assistance to Syrian opposition groups is a high profile policy priority for EU donors and the US Government and deemed a high-risk initiative. As a result, donors, in consultation with its partner, will oversee the management and administration of this contractual agreement with donor representatives.

Where identified EU donors, in consultation with the US Government, issue sub-grants or contracts as appropriate to Syrian partners and/or other implementers to conduct activities related to the fulfilment of this Scope of Work.

Donors require that implementing partners conduct their own in-country review of physical and communication security practices. Recipient shall submit their operational security SOPs to the Secretariat for review and approval within two weeks of the contract being signed.

Prior to invitations or the convening of workshops or trainings, the implementer will collaborate with the Secretariat on intended participants, their institutional affiliation, and position within that institution.

## **8. Dissemination of Information**

The program implementer will channel all communications in any way related to EU donor and CSO-funded programming with the US Government through the Secretariat to ensure effective coordination. This includes preliminary and final reports. Subsequent wider distribution of reports must be cleared with donors and the Secretariat before release.

## **9. Staff**

All Supplier Personnel (including their employees, sub-contractors or agents) engaged under the contract will come under the Duty of Care of the lead Supplier. The Supplier is responsible for the safety and well-being of their Personnel and any Third Parties affected by their activities, including appropriate security arrangements. The Supplier will also be responsible for the provision of suitable security arrangements for their domestic and business property.

Suppliers must comply with the general responsibilities and duties under relevant health and safety law including appropriate risk assessments, adequate information, instruction, training and supervision, and appropriate emergency procedures. These responsibilities must be applied in the context of the specific requirements the Supplier has been contracted to deliver (if successful in being awarded the contract).