

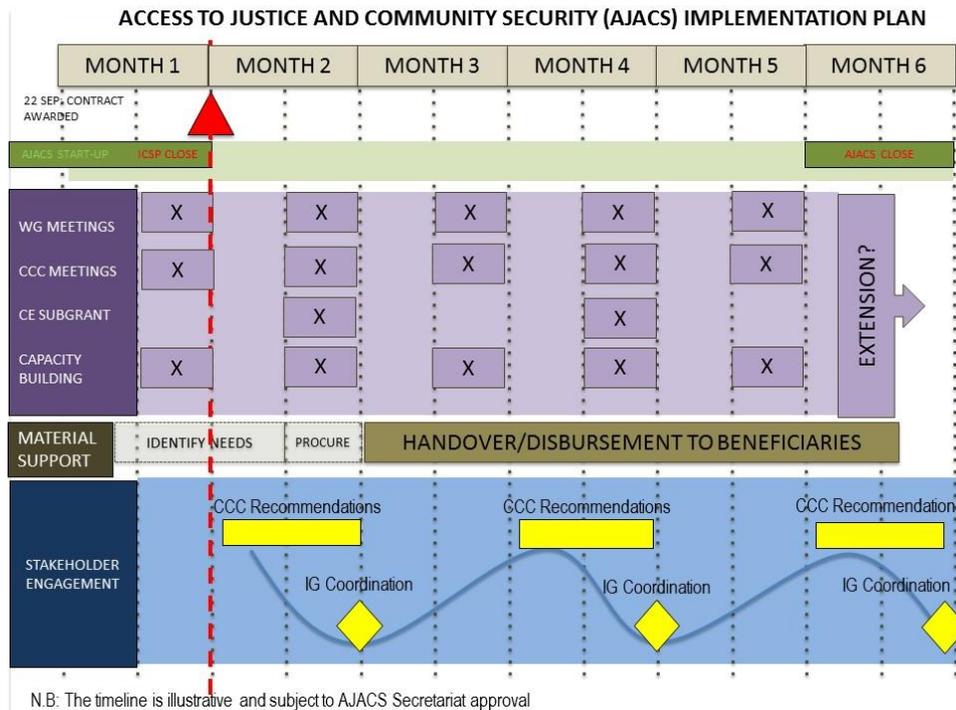
2.1.6[5] Continuation of Service and Implementation Timeline

As the current implementer of the Integrated Community Security Programme (ICSP), ARK will ensure a seamless transition from the ICSP to an integrated AJACS programme that learns from lessons identified, builds on earlier investments and thus ensures value for money, mitigates risk and reinforces established relationships of trust that will take others months or years to attain. ICSP has demonstrated feasibility, relevance and impact: successfully capacitating local and provincial-level security and justice actors through the provision of training and material support, strengthening their institutional networks within local governance frameworks, and ensuring community engagement and participation in the design and delivery of locally-derived and -driven solutions to citizen needs.

However, the absence of strong governance institutions beyond the provincial level and, in certain cases, beyond the local/municipal level, has resulted in weak institutionalisation. Given the ongoing challenges faced by the Interim Government (IG) and Syrian Opposition Coalition (SOC), national governance structures are likely to remain weak. Operating under this assumption, ARK assesses that provision of support to justice and security actors at the local and provincial levels, while supporting their active and constructive engagement with grassroots community structures, remains the most feasible entry point for AJACS. The aim of such locally-driven support is to strengthen a nucleus of local and provincial service providers that will integrate into a national-level framework. Already enjoying extensive contacts at the local level throughout Syria will ensure uninterrupted programme delivery with the transition to AJACS. AJACS will also maintain coordination with representatives of the IG and SOC, aiming to catalyse and synergise local support with the external opposition's strategic priorities. ARK has developed a strong relationship with the IG through the ICSP and judge this essential to the ongoing success of the programme and the enhancement of connectivity between the internal and external opposition. Former Prime Minister Ahmed Tomeh recently remarked that *"...ARK is delivering meaningful programs that meet the needs of the Syrian people. Their inclusive and consultative approach is key to their effectiveness."*

Through implementing the ICSP project, ARK has built a strong operational footprint in Turkey, including a registered Gaziantep-based Turkish implementing partner (PPM) through which it delivers support to beneficiaries, ensuring full legal compliance in Turkey. ARK enjoys established relations with and the support of the Turkish MFA who have in the past commented that ARK's operational disposition in Turkey is held up by the MFA as a model approach. ARK has procured and verifiably delivered multiple tons of material support for the US, UK, Canadian, Japanese, and Danish governments and has a developed set of procedures and a network of procurement partners to facilitate rapid sourcing and disbursement of material support. This operational footprint enables ARK to quickly and efficiently mobilise for immediate implementation of AJACS activities. To date, ARK has delivered a **total of USD 66.6 million of assistance** to Syrian beneficiaries. Of this, **USD 19.7 million was delivered to date through the ICSP programme**. In addition, ARK, as the current lead implementer, has all proposed programme staff in situ and therefore does not require a mobilisation period. With relationships with hundreds of Syrian stakeholders, from local communities, Community Based Organisations/ CSOs, local governance, justice and police actors, to the SOC and IG, as well as the experience to mitigate very significant programme risks that could derail implementation, ARK is able to offer unparalleled continuity, risk mitigation and value for money. The following schematic provides an illustrative overview of proposed AJACS activities over the initial six-month implementation period.

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During the implementation of the ICSP programme, ARK established and nurtured strong working relationships with free police networks and their Commands in Aleppo, Idlib and Latakia, the Ministry of Justice and Prime Ministry of the IG, the Presidency of the SOC and key civil society stakeholders focused on the rule of law and justice issues. These stakeholders stated their express intent to continue cooperation with ARK under AJACS. ARK received a **total of 69 letters of endorsement** to continue delivery of support on behalf of the donors. The letters came from provincial police commands and police stations from across Aleppo, Idlib, and Latakia, in addition to letters of endorsement from the Ministry of Justice of the Interim Government. IG Deputy PM Iyad al Qudsi stated, *'We thank ARK for their relentless and continued support.'*

