

# 10 Maximising local resources

The client requires a service provider that is able to utilise local resources in a way that is not only contextually appropriate, but is able to exploit the situation on the ground to maximise impact. The use of local resources has significant potential to either help or hinder AJACS implementation. The use of local resources will be imperative to overcoming some of the logistical and security challenges that accompany working in Syria. Locals also bring a better contextual understanding of the various dynamics at play. We will draw on local resources to ensure AJACS is implemented in a contextually relevant and conflict sensitive manner.

The use of local resources also brings certain risks and it is essential that the local resources are used in the most appropriate way to help facilitate implementation. The moderate opposition is not a homogenous unit, but rather a coalition of groups that share a similar outlook on the future of Syria. We will conduct a thorough assessment of any local resource's political and religious affiliations as well as those they will be working with. This essential to do as it will have a significant positive impact on the interventions.

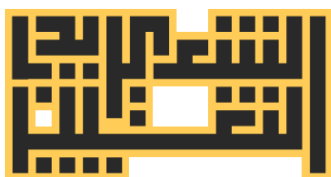
We have specifically chosen our partners and recruited local nationals to ensure that we draw on those who are both technically capable and with the ability to maximise AJACS impact.

## 10.1 Our local implementing partners

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

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

### People Demand Change



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

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

### Nabni Souria



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

#### 10.1.1 Our network across Syria

Coffey recently completed inputs on phase one and two of the FCO funded Syria Civil Society Programme which ran over the course of almost two years (see text box below). As a result, we have developed our own network of individuals and CSOs heavily engaged at the community level across Syria. We will be able to draw on these networks as and when required to engage with CSOs to:

- Develop an independent body to provide external oversight for AJACS activities;
- Support demand side accountability through monitoring and lobbying; and,
- Explore opportunities to support service provision

### Syria Civil Society Programme: Phase I and II

Coffey implemented this FCO funded project to provide capacity building to civil society organisations (CSOs) in Syria. We identified a number of active CSOs delivering support inside Syria but whose effectiveness was undermined by capacity constraints. We help build the capacity of three core NGOs, through a series of workshops held in Syria, Turkey and Egypt to deliver services in their regions. By the end of the first phase alone Coffey's work on this programme was estimated to have reached some 22 CSOs across Syria.

## 10.2 Use of Syrian nationals

The client requires a service provider that is able to identify and employ the technical capability, the political and religious affiliations of Syrian nationals to maximise the chances of success of their inputs. Coffey's rigorous recruitment process will ensure we have a clear understanding of not only the technical capability but also any affiliations local nationals have. These will be taken into consideration alongside our on-going monitoring of developments on the ground (see section 8) to determine whether a particular individual is suitable. Coffey have developed a pool of long and short-term local and regional consultants for AJACS. We will turn to these options first when recruiting for any short or long-term positions for AJACS. Below are a few examples of confirmed local nationals we have to draw on:

Over half our planned billable time on AJACS is accounted for by Syrian nationals.

### Samir Hanifi

Our financial management expert has over 12 years' experience working in Syria in a finance and accounting capacity. Samir has experience as the Office Director for the Minister of Finance and Economy at the Interim Government. As the focal point for all communication and appointment with the Minister he has developed an extensive network within the IG and the donor community. He also brings an excellent understanding of the internal dynamics of the IG itself.

### Fatima Aljjakli

Our institutional and capacity building expert has extensive experience across the public, private and non-profit sectors of Syria. Fatima has worked for numerous international think tanks addressing a range of topics including, political economy, public policy, political and conflict management, and democracy training. Fatima has developed a broad network both within Syria and regionally. Her network has been consolidated whilst serving as Advisor to the Minister of Finance and Economy within the IG.

### Yakzan Alshishakly

Our procurement expert has been involved in events in Syria since 2012 as co-founder and President of Maram Foundation a humanitarian organisation, Yakzan developed a first-hand understanding of the situation on the ground, particularly on the Turkey-Syria border. This was key to him being chosen as Advisor to the Deputy Prime Minister of the IG. Here he acted as the focal point between the Deputy Prime Minister's Office, Ministries and the Turkish authorities in Gaziantep and carried out a donor coordination function.