

As the incumbents on the projects combined under the MOR project, ARK and TGSN can ensure a seamless transition without the need for an inception phase. The ARK-TGSN-CMC consortium has extensive networks in Syria as well as Syrian-staffed production hubs in Istanbul. CMC's partner EMI is based in both Gaziantep and Syria and is fully operational. The consortium can immediately draw upon fully-operational training centres inside Syria and a roster of experienced Arabic-speaking communications trainers who have provided online trainings to groups inside Syria. ARK and TGSN have strong personal connections with local councils, CSOs, women's journalist networks, the commanders of 40 FSA brigades in northern Syria, dozens more in the south and the communications leads for key CSSF implementers. Given that all of these capabilities, networks and relationships already exist, and the delivery teams are in place, the consortium will be able to launch a coordinated *Back To School* campaign in September, if awarded the contract. They have already informally consulted with various relevant entities, including the Idlib City Council, brigade commanders, projects supporting the Education Directorate and other CSSF implementers, all of whom are willing to participate in a campaign with shared slogans, hashtags and branding to provide a unified approach while ensuring that each entity has the freedom to creatively respond to the theme in line with their contribution. ARK is already coordinating with other CSSF implementers to provide communications support and campaign planning, and TGSN has been liaising with FSA commanders to provide manpower (for e.g. road construction) and security, creating activities on the ground that can be documented and broadcast. ARK and TGSN will ensure full Turkish legal compliance, including work permits for Syrian and other staff. This is a complex, lengthy process that takes months and needs to be tailored to the profile of every company wishing to operate in Turkey. Due to their operational bases in Istanbul, ARK and TGSN have already determined their appropriate courses to compliance and have made significant changes through registering local Turkish companies and recruiting the required number of Turkish staff to enable work permits to be issued to internationals and Syrians. Both companies have also identified legally-registered Syrian-led companies in Turkey in support of their production capacity that allow for a substantial reduction in the number of employees they hire. This mitigates the risk of being unable to secure work permits for a large number of staff under the current labour law restrictions. For support to the International Coalition (IC), as required by the SoR, TGSN has a dedicated staff member, Matthew King, who has been working with the IC in this capacity for the previous two years, and has a clear and detailed understanding of both the IC's mandate and requirements as well as the capabilities of both ARK and TGSN. Along with personal relationships built up over time, this will allow him to maintain and develop this role in line with the MOR project's new activities with no interruption. Matthew holds all of the required clearances (SC, DV) along with US DOD clearances that allow access to US bases around the world. The includes the primary IC location in Turkey that requires additional clearances from the Turkish authorities that take several months to obtain. Working with the ARK and TGSN M&E teams and using the TAA, CMC will quickly be able to establish a baseline for this project, working in a cumulative way to ensure that the data collection and work by CMC is adding new and valuable information to the project.

INDICATIVE ACTIVITIES AND TIMELINE

Months / Activities	Sept	Oct	Nov	Dec	Jan	Feb	March
Campaign	“Working for Syria”						

Campaign Activities (ARK and TGSN platforms will take editorial direction from these campaign themes)	Back to School Highlighting the work of individuals/institutions to help children get an education. Partners: Education Directorate, ICC/ FSA/AJACS/SCD	No Weapons Educational campaign to get weapons off the streets and out of children's hands. Partners: Local Councils, FSA/ AJACS/SCD/ CSOs	Winterisation Advice and activities in preparation for winter. Partners: Local Councils, FSA/AJACS/SCD/CSOs	'My Priorities' - Platform to share their personal hopes/priorities for the future - pegged to the new year. Partners: Local Councils, FSA/AJACS/SCD/CSOs	(Further campaign themes to be determined in consultation with Syrian partners, contextualised with subsequent developments and feedback from audience)		Women in Syria - pegged to International Women's Day on March 8th
Month	Sept	Oct	Nov	Dec	Jan	Feb	March
Civilian Capacity Building	LCs/Civilian institutions for capacity building activities agreed in cooperation with the UK	Media capacity building programme for LC 1	Media capacity building programme for LC 2	Media capacity building programme for LC 3	Media capacity building programme for LC 4	Media capacity building programme for LC 5	
	Ongoing mentoring and campaign coordination with all LCs following their 1-month training programme						
	ICC spokesperson training		Daraa CC spokesperson training				
	IHL / Ceasefire training courses rolled out for identified LCs/civilian institutions						
	IHL engagement with commanders. IHL training to MAO officers and soldiers						
Content outputs	Combined editorial team providing coordinated direction on events/trends. Campaign themes will provide focus for core content, but other relevant themes/activities/events will also be covered as they arise.						
AI&E							
Output	Report/spot report	Report/spot	Report/spot	Report/spot	Report/spot	Report/spot	Final report
Data collection	KIIs, social media analysis (SMA)	KIIs, SMA, FGDs	KIIs, SMA, FGDs	KIIs, SMA, FGDs	KIIs, SMA, FGDs	KIIs, SMA, FGDs, TAA follow up	KIIs, SMA, FGDs, TAA follow up