

## 2.2.1 [9] Local Administrative Arrangements

Now in its fourth year of managing Syria programming from Turkey, Jordan and Lebanon, ARK has an established range of systems and procedures to manage and administer local operations in support of programming inside Syria.

### **Beneficiary Capacity Building Activities (Workshops, Training, Mentoring, etc.)**

*Pre-activity Preparations.* After selecting and vetting beneficiaries participating in capacity building activities, ARK's programme team informs the individuals of key details such as the activity date and location. The programme team also sends participants a Transit Security Brief outlining how to prepare for travel from Syria to e.g. Turkey, including information on the security conditions in areas they will travel through inside Syria, planning for method of travel and border crossing, and personal security instructions such as not carrying sensitive personal or programme-related information while in transit and agreeing designated contact persons in cases of emergency, such as arrest, accident or detention.

*Travel and Border Crossing.* ARK has a dedicated travel officer to arrange travel on behalf of staff, SMEs and beneficiaries. ARK has long-term agreements (LTAs) with travel providers to ensure cost competitiveness, value for money and compliance with donor regulations on travel. All flights follow internal authorisation procedures whereby both project and budget managers verify that the expense is reasonable, allowable and allocable.

*110+  
workshops  
1,460+  
individuals  
trained*

Where possible, ARK facilitates beneficiary border crossing in coordination with donor embassies. Where directed by donors, ARK also coordinates beneficiary entrance to Turkey from Syria's northern borders with the Interim Government, who have agreed mechanisms with the Turkish border authorities. In the past ARK has delivered training in Jordan in a similar fashion. ARK has determined (and ICSP donors have endorsed) set rates for travel stipends from designated provinces in Syria. These stipends are provided at the conclusion of each event and documented with appropriate receipting to ensure audit compliance. ARK periodically reviews rates with other implementers to ensure effective coordination of delivery.

*Accommodation and Facilities.* Internal procedures guide the selection of accommodation and activity facilities according to three main criteria: cost effectiveness, security and suitability for purpose. In coordination with the programme team, ARK's travel officer books hotels either through providers selected for LTAs, or through a direct relationship with venues in selected cities which offer discounted rates agreed for regular bookings. To ensure that venues meet minimum security requirements, project officers assess the venue's security measures and location prior to booking, to reduce potential risk to staff, partners and beneficiaries.

*Facilitators, SMEs, and Other Specialised Services.* ARK has an established competitive recruitment process for SMEs and specialised service providers such as interpreters and media production specialists. During the last five years of operations in the region, ARK has developed a wide-ranging roster of SMEs and service-providers that can be rapidly mobilised. ARK is in the process of developing framework arrangements with interpretation companies to guarantee high quality interpretation and translation for programme activities, as well as value for money.

### **Beneficiary Support Provision**

*Equipment Procurement, Disbursement and Delivery.* ARK has locally-staffed procurement departments in Turkey and Lebanon, supported by senior international staff with extensive experience of donor procurement procedures. ARK's internal Logistics and 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, through delivery of the current ICSP,

## 2.2.1 [9] Local Administrative Arrangements

established strategic relationships with key suppliers in Turkey and internationally, identifying issues and developing complete supply chain solutions to programme needs. ARK also has a developed understanding of beneficiary needs and the utility of equipment types, ensuring greater impact of project-supplied equipment support.

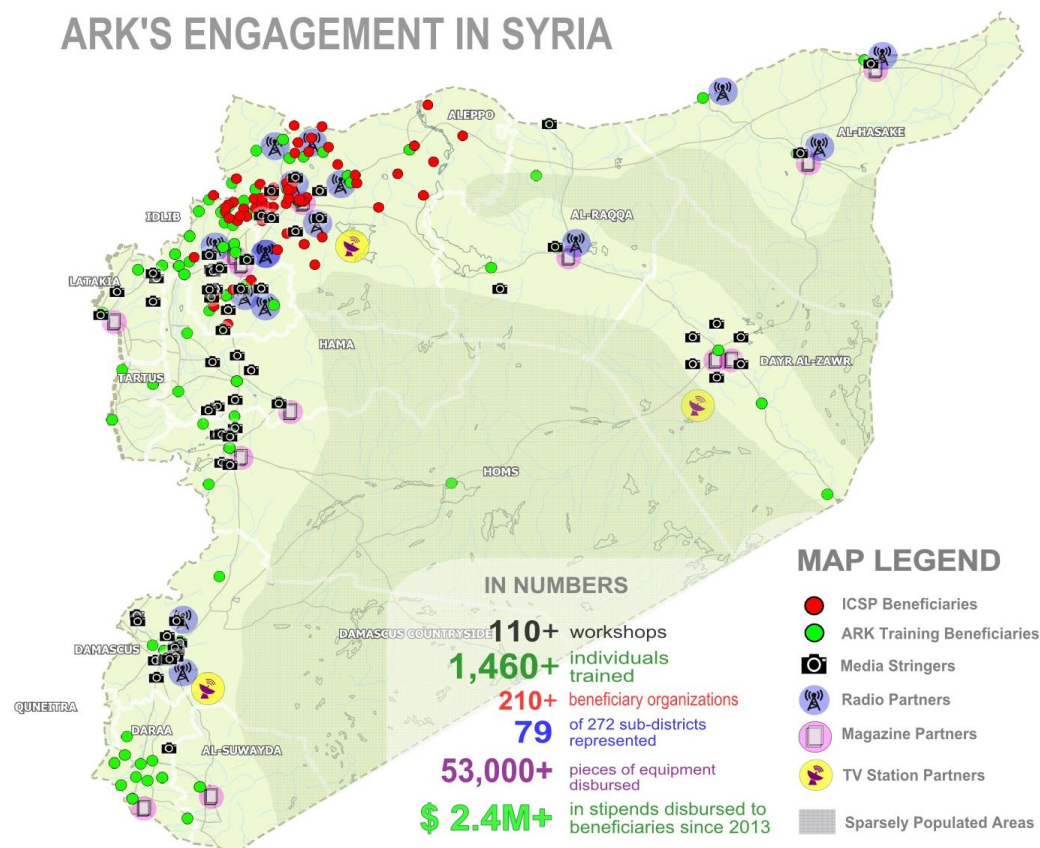
ARK conducts and documents the handover of equipment to beneficiaries in accordance with independently attested audit-compliant procedures. Project teams verify the delivery of equipment to intended beneficiaries, coordinating with the Monitoring and Evaluation team on end-user verification and use assessment. 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 the course of ICSP implementation, ARK has also agreed contingency plans with key beneficiaries for the handling and disposal of donor provided equipment in the face of possible capture by extremist groups.

53,000+  
pieces of  
equipment  
delivered

### *Operational Funds and Stipends*

ARK has disbursed stipends and operational funds and established credible public financial management systems to ensure transparent disbursement.

## ARK'S ENGAGEMENT IN SYRIA



### **ARK Registration and Host Country Compliance**

ARK FZC is registered in Ras al-Khaimah in the United Arab Emirates and operates through associated locally registered companies in Turkey and Lebanon. ARK currently employs a full-time staff member in Jordan and has a partnering agreement with a Jordanian company already conducting Syria programming in Jordan. ARK's AJACS partner Siren Associates is providing police training for the governments of Jordan and Lebanon from in-country project offices. ARK employs two full-time compliance professionals to ensure compliance with host country regulations.