

2.4.1 Adaptation

ASI's reputation has been built on success as a major supplier of adaptive programming for HMG and other development partner clients in challenging environments such as South Sudan, Syria, Somalia, Libya, Afghanistan and the OPT. We understand that the South Sudan peace process is highly dynamic and that assistance projects like this one must be adaptive and flexible, if they are to stay relevant and effective. In the current phase of the project a Humanitarian Adviser was added in response to the need to have a link between humanitarian organisations and JMEC to ensure that aid access, as stipulated in Chapter III of the peace agreement, remained on the agenda of the peace discussion. Looking forward, the R-ARCSS is at a critical stage, as the deadline for Government of South Sudan and the South Sudan Opposition Alliance (SSOA) to enter into a joint transitional government is quickly approaching and given that a significant number of articles and conditions within the R-ARCSS will not be agreed by the 12 May, additional technical advisory support may be required to flexibly support JMEC and CTSAMVM.

If the Peace Agreement holds leading to a 'unified' force, there will be a decline in conflict between different armed groups, requiring a greater degree of focus on military civic engagement. Already as the peace process has progressed, the number of military infractions between the SPLA and SSOA has declined, while the instances of military groups carrying out violations against civilian has increased. Countering this increase will require a multi-pronged approach including the design and operationalisation of a DDR process tailored to the security and logistical realities of South Sudan. In this scenario a DDR technical adviser to CTSAMVM would ensure strategic planning for military reintegration into civilian communities. Another scenario is that the deadline for the formation the Transitional Government is delayed with the result that a new implementation plan for the peace agreement will need to be developed, with new time frames and deadlines, likely requiring increased support to JMEC.

In Sudan, the political and security context are also highly complex. The Government of Sudan plays an important role in the South Sudan peace process as one of the guarantors of JMEC. However, the nature of Sudanese influence on the peace process is constantly evolving, with international donors and IGAD members expressing concern that Sudan is using a one-sided mediation process in the Khartoum peace talks to promote national interests. The security situation in South Kordofan and the Blue Nile states is also relevant, with the AUHIP playing an important role in engaging armed actors in the "Two Areas" towards a sustainable peace. This project must be ready to support AUHIP expand its depth and breadth of capacity at short notice in response to unexpected risks or opportunities for those peace processes.

ASI is currently implementing CSSF projects in Somalia and the Occupied Palestinian Territories for which our role is to provide operational support to international advisers who are embedded within local security forces whilst reporting frequently to HMG officials, in the case of the OPT, taking daily direction from a serving UK senior officer. For both projects we have developed procedures and capabilities for responding swiftly to requests for additional or new forms of expertise. We have drawn on those procedures and experience in designing a process specifically for this project.

We will put in place a proven and structured approach for working closely with the FCO to identify opportunities, define requirements, and deploy relevant quality expertise swiftly

| Recruitment action | ASI's capability to deliver that step swiftly and effectively |
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| Scan for, identify opportunities to increase project's impact | We will task existing advisers to remain vigilant for opportunities to increase the project's impact in line with the high-level targets in its Results Framework, and to use their deep contextual understanding to quickly assess the feasibility of those opportunities and determine which ones should be recommended to the FCO. These opportunities will also come from the FCO. |
| Develop a contextualised Terms of Reference | Our Nairobi based Project Manager will deploy to Juba at short notice to work with advisers and the FCO to define the new requirement, formalise it in a ToR, and use her experience of South Sudan to define the technical expertise and experience as well as softer skills to operate effectively such as communication skills, cultural awareness, and interpersonal skills. She will be able to quickly restructure the budget and revise the Results Framework if required. |
| Confirm ToR with FCO and JMEC / CTSAMVM | Once we have written the ToR, and secured approval from BEJ we will support BEJ to secure buy-in from stakeholders in JMEC and CTSAMVM. |
| Interview and reference check shortlisted candidates | Our PM and PD will interview potential candidates for emerging positions and use a ASI's global due diligence system to check their backgrounds for criminality and political exposure. |
| Draw on ASI's database of quality advisers and the networks of staff experienced in South Sudan and East Africa | We have a database of several thousand advisers, from which we will draw expertise for the upcoming opportunities and, as we have already worked with these advisers the on-boarding process can be accelerated. We will also draw on the networks of our PM and PD who have both worked in South Sudan. As in section 2.2, to maximise our flexibility, we have already begun to identify potential advisers for emerging roles. |
| Interview and reference check shortlisted candidates | Our PM and PD will interview new candidates and use a global due diligence system to check their backgrounds for criminality and political exposure |
| Submit comparative analysis of top 2 candidates to FCO | This analysis will include comparisons between technical and geographic experience, consulting skills, personal resilience and communication skills. |
| Contract and deploy selected candidate | We will deploy advisers swiftly because we will have agreed the terms with them prior to submitting CVs for approval to the FCO. We can deploy within a few days of FCO approval minimising the chances of a missed opportunity. |
| Termination of contract | If a position is no longer required or due to poor performance, our contracts have a 14 day termination clause. |