

7 Approach to client liaison and quality assurance

7.1 Coffey understand the importance of close liaison with AJACS donors

The AJACS donors demand a transparent, responsive and personal relationship with their service provider. Coffey understand the challenges that a context like Syria can place on a project like AJACS and how best to manage those challenges. We understand the need to combine technical delivery with robust contract management, ensuring the two are aligned and within easy reach of the AJACS donors and stakeholders. This is depicted in figure 5 below:

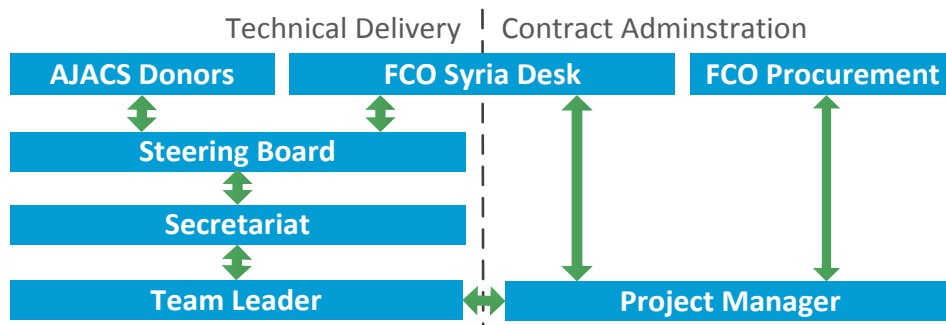


Figure 6 - Coffey's AJACS client liaison structure

7.1.1 Ensuring that technical delivery remains aligned to the donor's expectations

Managing technical delivery is the firm remit of the Team Leader. Our TL, Eric Pelsler, will be the point of contact for all matters relating to technical delivery. Eric Pelsler has extensive experience working with Coffey, for HMG as well as other donors, most recently he was Technical Director for DFID's Security and Justice programme in Pakistan. Eric will have a great deal of delegated authority when it comes to technical management of the AJACS project, this is supported by a Coffey culture of encouraging our consultants to reach back into our organisation for institutional knowledge as and when required. This delegation of authority, combined with ready access to our experience of delivering HMG projects in challenging environments globally gives our Team Leader the ability to rapidly adjust our approach in line with both the situation in Syria and donor ambitions. In addition, a permanent project management presence alongside the Team Leader mean that our management of the technical and contractual elements of the AJACS project will be closely aligned, entirely complimentary and flexible.

7.1.2 Ensuring that contractual, budgetary and HSE issues do not hinder technical delivery

Coffey understands that the highly fluid situation in Syria, paired with donor's likely dynamic requirements of the AJACS project demands a hands on approach to project management. Coffey will manage the AJACS project with a permanent forward presence, allowing 'real time' interaction between the service provider and client, whilst still allowing reach back into Coffey's extensive finance, logistical and HSE support mechanisms. This approach will ensure that project administration issues do not hamper technical delivery, allowing a level of immediate flexibility to respond to a fluid situation, ensuring a high level of reporting, forecasting and timely invoicing and accuracy.

Coffey's project management coverage in Gaziantep

Our Project Director, Manager, Risk Managers and Project Coordinator (Rhys Morris, Greg Smith, Ed Lycett, Stephane Rousseau and Jeyda Yelkalan), together, will provide 'project management' coverage in Gaziantep, servicing the AJACS project. Our approach and extensive ability to reach back into Coffey for additional resources as required means that we can be flexible to the needs of the project by scaling the project management function up and down as required.

7.2 Ensuring quality to reduce complaints and maximise impact

As a founder signature to DFID's Suppliers Code of Conduct, Coffey is committed to ensuring accountability to HMG for the quality of our programme delivery. Our quality assurance and performance management plan aligns to

the criteria used in DFID’s assessment, as well as quality system ISO9001 and PRINCE 2. This approach extends across all our projects and we would voluntarily adhere to this Code of Conduct, giving the FCO and other donors the reassurance that we have a demonstrated capability to deliver quality on a project of AJACS’ size.

We understand the pressures that AJACS donors are under to ensure the AJACS project delivers impact quickly and safely. We will keep donors closely abreast of programme developments; will notify the donors of any deviations from the work plan or financial forecast; and engage fully with requests for programme impact or financial information. All our deliverables and outputs will be peer reviewed by Programme Director, Rhys Morris, to ensure quality before submission. Backing up these processes are our contracts with team members and subcontractors, which require adherence to our quality policies, processes and code of conduct, and contain specific clauses that enable us to enforce these measures.

7.3 Managing complaints from beneficiaries

Maintaining credibility amongst beneficiaries is key to the success of the AJACS project; this guides our approach to managing complaints from beneficiaries. Coffey will utilise a protective, proactive and reactive approach to managing these complaints as follows:

- **Protective** – Through our Community Engagement Lead, Atia Moor, we will work with beneficiaries to reduce the likelihood of grounds for complaints materialising by engaging with them extensively as part of our planning process, managing expectations for deliverables, encouraging ownership (rather than merely ‘buy-in’) of the output, and being transparent in our work.
- **Proactive** – We will encourage the early raising of concerns by beneficiaries and we will provide a safe forum for them to do so. We will look to remedy initial concerns before they become grounds for complaints, demonstrating our responsiveness to beneficiaries from the outset.
- **Reactive** – Our Team Leader, Eric Pelser, will ensure that we respond quickly to complaints, bringing the complainant into the resolution process and striving to resolve issues in a manner that satisfies all parties.

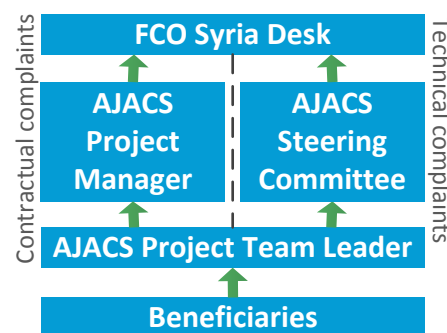


Figure 7 - Beneficiary complaints mechanism

7.4 Managing complaints from donors

By having a permanent project management presence in Gaziantep we place ourselves in the thick of the project. In a similar manner to how we manage complaints from beneficiaries, we seek to prevent complaints from arising rather than attempting to mitigate the ‘fall-out’ at a later date. In practice this means that we work hand-in-hand with donors, hearing their concerns as they arise and responding accordingly.

We accept that occasionally problems may arise and that these may cause concern amongst AJACS donors. As well as maintaining a good working relationship with donors, upon which a culture of raising concerns early will be encouraged, we will arrange weekly ‘health check’ forums within which issues can be aired and tackled. Coffey will be transparent in its response to any issues, with its primary focus being the resolution of problems. Where the AJACS Secretariat raises a complaint the issue will be immediately escalated to the Project Director who will oversee resolution. Subsequently, once the issue is resolved it will be included in the project Lessons Log and disseminated across AJACS project staff.

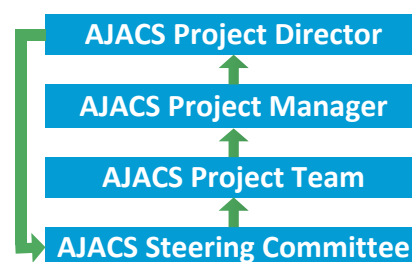


Figure 8 - Donor complaints mechanism

Case study: Managing complaints on DFID’s PSP

Coffey addressed major donor concerns on its £25 million Peacebuilding Support to the Post Conflict Needs Assessment in Pakistan. Following a disappointing Annual Review we undertook an internal review. Coffey replaced our Project Director, Team Leader, and expanded our operations team. This allowed us to restructure our team, resulting in accelerated delivery, re-focused activities and a more relevant reporting structure. Key to success was our ability to rapidly mobilise in house resources as needed and irrespective of the original service level commitments.