

5 The transition to AJACS will be smooth and carry over previous successes in Syria

5.1 Coffey will work with the incumbents to ensure continuity and success

Coffey will work closely with the incumbents to ensure seamless continuous delivery under the AJACS project and assumes that existing contracts held by the incumbent service provider include a provision for orderly handover of project materials. Should cooperation not be forthcoming, Coffey will leverage its AJACS and informal networks to obtain the necessary information quickly, ensuring that delivery is not hampered.

Case study: Coffey continued to employ an effective Project Director on SSMI after he had left the company

Coffey is the contract holder for the DFID funded Strategic Support to the Ministry of Interior project in Afghanistan. Even after our Project Director left the company we continued to contract him, ensuring consistency of delivery. Coffey's priority is the ongoing success of the project and we are able to work with other providers in pursuit of this.

Where it is deemed operationally essential, Coffey is prepared to subcontract incumbent consultants to ensure maximum efficiency in the transition period.

5.1.1 A hand-over phase will enable the smooth take-over the project

During the hand-over we will undertake the following:

- Work with the incumbents to affect an orderly handover of all existing AJACS institutional knowledge and facilitate introductions with the key stakeholders in the programme. We will facilitate the transition through an open minded approach to contracting incumbent consultants for the handover period as necessary.
- Establish our team's relationships with counterparts in the Interim Government, Provincial Councils, moderate opposition groups and Syrian communities.
- Establish/integrate into working groups and programme boards to enable implementation. We will work with and build on the functioning structures from the outset of implementation, ensuring that we do not duplicate or undermine existing structures.
- Conduct a full and thorough review of the existing design documentation (Theory of change, Business Case and Log Frame).
- Assess the skills and capacity of incumbent local consultants who have been contractually tied to the incumbent service provider for the tender process, we will move to retain high performing individuals.
- Deliver a revised work-plan, reflecting any changes to the situation in Syria and accurately, concisely and wholly meeting the clients dynamic requirements and expectations.

Case Study: Coffey took over the Conflict Mitigation and Stabilisation Initiative Project in South Sudan from AECOM in 2012

Coffey was awarded the contract for a US funded programme which had already been running for 12 months under a different provider. At the request of the client, Coffey contracted 5 of the incumbent consultants. We were also careful to select consultants with exceptional abilities to build and maintain relationships quickly. Simultaneously, we worked to:

- Rapidly build relationships with stakeholders to immediately gain credibility to ease transition;
- Secure existing project products (reports etc);
- Exploit existing networks to facilitate project recruitment efforts;
- Encourage the retention of our consultants in order to build trust with recipients.

5.2 AJACS donors, through Coffey, will benefit from an ability to hit the ground running and rapidly scale up activity for immediate impact

Coffey's AJACS team bring extensive experience working both in Syria and on projects supporting Syria from its peripheries. As a result, they come with a significant network and understanding of the context that will allow them

to hit the ground running. Similarly, our existing relationships with local network partners and CSOs inside Syria give us immediate reach into Syrian communities. Our implementing partners give us instant access to Syrian and international expertise from the outset of the project, ensuring that we can mobilise the correct resource in a timely manner. Furthermore, our local partners, People Demand Change and Nabni Souria share a flexible office arrangement in Gaziantep and this arrangement has been extended to Coffey for the AJACS project.

5.3 Timetable/transition plan

Coffey will work with donors and the incumbent service providers to ensure that the contracted handover period is used to best effect. Assuming a period of two weeks, the following plan will be used:

	Day													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Mobilise team and project management unit	■													
Establish office and accommodation		■												
Engage with incumbent service provider			■	■	■									
Assess capabilities of incumbent staff					■									
Meet with Steering Group			■					■					■	
Engage with stakeholders						■	■		■	■	■	■		■
Review existing design documentation			■	■	■	■	■	■	■	■	■	■	■	■
Assess real-time security situation in Syria	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Revise work plan												■	■	■