1 Monitoring and managing risk to protect our people, assets, the project and donors

1.1 Monitoring security risks on a live / on-going basis

1.1.1 Real time monitoring generates immediate response

FCO needs to know that its programme stands the best chances of success in a complex and fast changing environment. Coffey places the safety of our Syrian people and our wider programme staff at the centre of our proposal in doing so we will increase the likelihood of achieving the outcomes FCO requires whilst protecting the programme from reputational damage.

We will protect our people through ensuring that we have a continuously updated understanding of the ground reality inside Syria which will be used to guide programme decision making.

Our dedicated Security Risk Analyst, Huw Morris, will support our AJACS Project Risk Managers (PRM), Ed Lycett and Stephane Rousseau, in maintaining a live understanding of the risks to the AJACS project. Huw, Ed and Stephane will monitor the security situation in areas where we will work including Aleppo, Idlib and Latakia. The result is we fully understand the security environment in which AJACS will operate, allowing us to mitigate risks effectively. Our understanding of the security situation is central to our approach. Our experience shows pockets of security open and close, allegiances shift and the international community respond; we understand the how and

Figure 1 - Coffey's information network draws on a variety of sources

why, not just the what and where, and what this means for AJACS. This will allow FCO to realise the benefits of windows of opportunity as they are identified
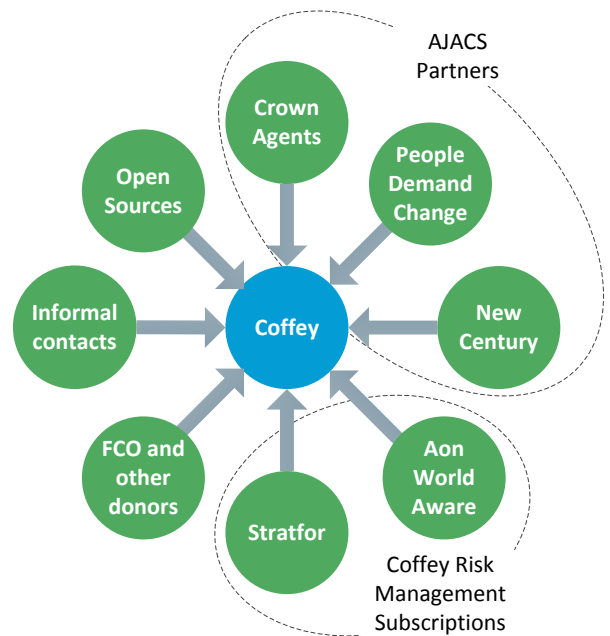
We draw information from many sources; we lean just as heavily on our invaluable informal network of sources as we do on our formal incident reporting subscriptions the international media and our consortium partners. Our information network includes intelligence subscription services such as Aon WorldAware and Stratfor, information from government sources such as the FCO and embassies, and the media. These sources of information, along with intelligence from partners and our networks in Syria, inform our risk assessments to provide a comprehensive understanding of risk to programme delivery, people, assets and donors, and subsequently allows our Team Leader to tailor project operations accordingly. The diagram above shows the extent of our data sources.

Using personal, informal networks to strengthen our live understanding

Our Project Director, Rhys Morris, and our Project Manager, Greg Smith, bring an extensive informal network of sources of real-time security information that has proved invaluable in allowing us to protect against likely threats, and maintain delivery in situations that others might not. Furthermore, our AJACS PRM's, Ed Lycett and Stephane Rousseau, were selected for their experience operating inside Syria and for the networks of Syrians they maintain within the country.

1.2 Managing security risks

Having deployed thousands of advisers on over 350 assignments in fragile environments, we have a robust risk management strategy compliant with the FCO service providers' duty of care responsibilities, tested regularly to ensure its relevance. This enables us to push the boundaries of what is possible to make AJACS a success. We do things other service providers cannot and to do them safely. Coffey were one of the first firms to hire locally

engaged personnel across Southern Iraq, to post internationals and run an extensive network of local advisers in Helmand and to send teams into Somalia.

Case study: Crisis in South Sudan

We have managed large scale incidents from evacuation of 20 personnel from Iraq in 2006 to evacuation of our entire Afghan team in March this year. In December 2013, we had had three consultants in Juba when violence broke out. The evacuation plan was activated and the team was able to safely and swiftly leave the country within 24hrs, before most international Embassy personnel. After continuing work on the project remotely, the team made a phased return to Juba two months later to continue the project in country.

1.2.1 Protecting Coffey's Syrian Staff

AJACS' Success depends on a strong Syrian team, operating in Syria. As far as possible, AJACS' Syrian staff will be protected from the risks associated with working for a western organisation within Syria, passing through dangerous border crossings and operating on behalf of the project in violent and unpredictable areas. We ensure that our Syrian personnel are: trained, so they know what to do if there is an incident; informed, so they know how best to avoid an incident; equipped, so they have the means to access our risk management system; and coordinated, so they can be 'steered' away from danger and supported in the case of an incident. Our information-led approach allows us to flex our security profile to suit the local conditions based on current risk assessments. Security provision and operating procedures will be tailored depending on the profile of the staff member, threat conditions in the location in which they are operating, and recent incidents and attacks in that region. The mechanisms of protection offered to our Syrian staff can be categorised as follows:

- **Training** – Our Syrian staff will undergo a bespoke Hostile Environments Survivability Training (HEST) course. This course will be tailored to their roles, backgrounds and the situation in the specific part of Syria they are working in. This training will be delivered by our implementing partner, New Cent Corp and will be built around their experience delivering survivability training to case officers working internationally. Staff will receive periodic refresher training during the programme if it is extended.

- **Information** – Our security information management process is a two-way model, collating information from many sources (including our own personnel) and sharing across the AJACS team. We will ensure that our Syrian staff feed into our understanding of the situation and that they have access to the latest information relating to the area they are working in. In turn they will help feed information back to us and the wider team.

- **Equipment and technology** – We will not damage the profile of our Syrian staff by issuing equipment such as satellite phones and standalone trackers. Where necessary we will employ commercially available technology (including 'discreet SIM cards' which afford a level of protection to the user by concealing their location, and hidden phone-based tracking applications that allow remote monitoring of the users location through commercially encrypted tracking platforms).

- **Coordination/Oversight** – Our Syrian staff will have access to the AJACS Project Risk Manager who will coordinate their activities operationally to ensure a level of risk avoidance. Our PRMs have been selected because of their experience inside Syria and their networks that can be leveraged within the country to reinforce the safety of our personnel.

1.2.2 Ensuring the protecting our Syrian partner personnel

We will oversee duty of care for local partners who will manage their staff's security in line with parameters and requirements set out by Coffey. The Coffey PRM will support our partners in developing and maintaining their procedures. We will ensure two-way information sharing and monitoring to ensure our security provision and procedures are robust and locally relevant. Partners will be trained and advised on appropriate mitigations to minimise exposure when operating in Syria.

Case Study – Protecting our Afghan personnel on the Helmand Monitoring and Evaluation Programme

On the HMEP programme we employ Afghan personnel to gather and validate programme data. We ensure that they have the most up-to-date information available, are linked into our security management systems and that their activities are coordinated.

1.2.3 Protecting our International Staff in Turkey

All Coffey travellers and deployed contractors and staff go through a rigorous pre-deployment process as part of their induction process. Our in-house mobilisation team will oversee the deployment of staff and consultants in compliance with our duty of care policies and procedures. This pre-deployment process is tailored to the requirements of the project, for AJACS this will include:

- **Consultants will receive training** in Coffey and project specific standard operating procedures and incident response, and **will be briefed on arrival** on the local area and the situation.
- Where required, we will conduct **medical and resilience testing**, to ensure consultants are fully vaccinated, have medication as required, and the resilience to work in challenging environments.
- All consultants are required to register their travel and personal details on our **Travel Management System** in advance of travel. This web-based tool provides country risk information, bespoke risk assessments for travel to high risk locations, secure storage of travellers' personal information such as next of kin and passport information, and traveller tracking function to quickly identify where travellers are.

Our in-house security team will work closely with the Project Risk Manager and Project Manager to assess and analyse the security risk to all personnel working on the project. This will be summarised in daily situation updates, as well as relevant safety and security alerts. All Coffey staff, consultants and their families have access to an Employee Assistance Programme, providing confidential counselling services.

Case Study – SSMI emergency relocation from Kabul

When the Roots of Peace Compound in Kabul was attacked in March 2014, Coffey's SSMI project personnel were involved. The decision was made to remove the project team from Kabul for a short time to ensure their welfare and to allow security assessments to take place. Less than 24hrs later, the team were removed from country and were provided with professional psychological support. Whilst this occurred, the risk management team reviewed and amended SOPs, and the project team were able to return to Kabul one week later, having used the time out of country to focus on work-planning for the next phase of the programme

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1.2.4 Complete security and emergency response system

Figure 2 - Our AJACS PRM is supported by a variety of resources and functions

FCO will have the assurance of 24 hour 7 day coverage from two Project Risk Managers (on rotation) who will oversee project activities and manage security risks on AJACS. Our Risk Managers are central to project delivery, ensuring our personnel and partners are operating responsibly and safely, with the knowledge, support and resources required to deliver. Our Risk Managers are supported by a number of functions and resources, upon which they can call on in times of need, including:

Coffey Crisis Management Team – convenes in emergencies to ensure that funds, resources, oversight and PR support are available.

Coffey HSSE and logistics support – Coffey's full time HSSE and logistics team are available to support emergency reporting and logistics requirements.

Coffey Family Liaison Coordinator – Coffey's in-house, trained Family Liaison Coordinators provide the ability to engage with the families of consultants working AJACS.

Counselling Teams – Through our Employee Assistance Programme and our health service provider, Interhealth, we are able to ensure that personnel affected by incidents impacting on the AJACS project receive the support they require.

Insurances – Our insurers, Marsh, cover all of Coffey's projects globally, they provide guaranteed payment for services available through our Emergency Assistance Service to ensure immediate response on their part.

Emergency Assistance services – Our Emergency Assistance Service work with our insurers to ensure that our PRMs have access to live saving support (such as medical evacuation) should they need it.