

14 Maximising AJACS impact from the outset and continuously improving

14.1 Improving outcomes and requirements

Coffey recommends a number of improvements that would allow for a greater breadth and depth of impact, as well as improving responsiveness, flexibility and the project's capacity to improve over its life span. These recommendations are detailed below and feature in our methodology.

14.1.1 Stakeholder Engagement

- **Engage with the IG Ministry of Justice** – key to ensure ownership from the highest level for this programme. Involve representatives in any training/ capacity development
- **Facilitate dialogue between supply and demand side justice actors** to understand main concerns/priorities of communities, and to feed them into programme interventions.

14.1.2 Capacity Building and Training

- An **equal focus on capacity building and training to justice service providers as security providers** through courses delivered in Syria and Turkey; and a clear focus on developing CSO and civilian oversight capacities.

14.1.3 Transparency, Accountability and Human Rights Mechanisms

- We will ensure improvement through ensuring that a **golden thread of accountability and human rights** is woven throughout the programme. We will ensure donor principles are addressed and human rights and accountability are woven transversally across all activities and results. This will further play an important part in the programme's intervention logic by building community confidence in IG and LC services, and helping to counter the incentives of extremist groups.

14.1.4 Community Engagement and Involvement

- We will improve outcomes through **consistently engaging communities on their security and justice needs** and providing them with a voice and opportunity to influence and engage with the IG.
- Prioritising effective **engagement with Local Councils and support to their role in S&J delivery**

14.1.5 Coordination

- We will host **monthly coordination meetings** to allow all AJACS donors visibility of the project's activities; and draw in representatives from relevant projects across Syria. We will seek FCO support to ensure the political backing needed to ensure effective coordination across donors active in the sector.

14.2 Coffey's commitment to continuous improvement

Coffey is a lead supplier of security and justice project management to HMG, our contracts are often extended rather than retendered. In the past 12 months we have received extensions to three major projects (DFID's SSMI in Afghanistan, the FCO's Phase 2 CSO Capacity Building in Syria, and DFID's Girls Education Challenge fund). It is our ability to demonstrate continuous improvement that makes the extensions possible.

14.2.1 Maintaining a real-time understanding of the situation to allow for flexibility of approach

AJACS will be delivered through a flexible approach to project delivery, in order allow this flexibility we will take measures at a corporate and project level to ensure that we are able to foresee future challenges and opportunities and respond accordingly to demonstrate improvement. We invest in situational awareness by commissioning bespoke reports and maintaining strong regional networks; our in-house Security Analyst ensures that we are appraised of likely developments in terms of security. At a project level we build political economy analysis activities into work plans to ensure that are always focussing our efforts correctly. We also rely on strong networks through our Project Risk Managers to keep us appraised of 'atmospheric' changes that may affect the project.

14.2.2 Learning lessons throughout the AJACS project and sharing with others

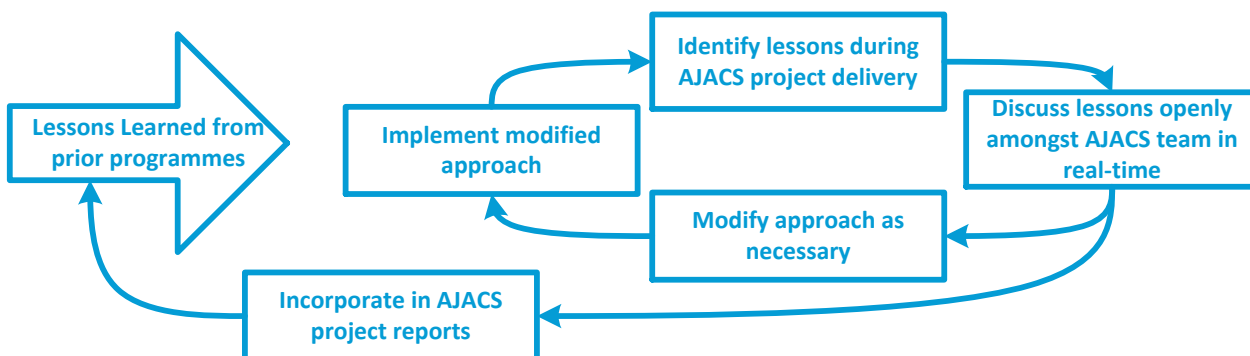
AJACS will benefit from Coffey’s culture of transparency. We encourage our staff and contractors to acknowledge when they are having/have had difficulty in tackling particular issues. On AJACS we will carry out the following activities with a view to ensuring lessons are learnt:

- Ensure that lessons learned reports from our previous work in the region are shared with all AJACS staff;
- Engage with incumbents and donors to draw as much detail regarding previous challenges and mitigations;
- Real time sharing of challenges and issue;
- Incorporate lessons learned into project reports;
- Issue quarterly lessons learned reports;

Case study: Sharing learning in accountability programming

Coffey organised a learning event in October 2013 bringing together nine DFID-funded African empowerment and accountability programmes. This was commended in a recent Danida evaluation: “[The] learning events between DFID governance funds that has been supported by Coffey is an exception to [private companies not sharing learning] and a welcome development from which learning, hopefully, can be shared more broadly.”

We will develop a learning cycle for the AJACS project based around the concept of monitor – reflect – implement. The basis of this cycle is shown below:



14.2.3 Coffey can be held accountable for learning through the AJACS project through KPIs

Coffey encourages the incorporation of improvement related KPIs into its contracts with HMG, in the case of AJACS we would recommend the inclusion of the following KPIs:

Criteria	Indicators
Provider has sought to improve on the last reporting period's performance	✓ Log of improvements made in response to Annual Review recommendations
Actively capturing and sharing lessons learnt	✓ Incorporate lessons learned into AJACS reports ✓ Deliver a quarterly lessons learned report

Table 7: Recommended KPIs