3 Managing programmatic risks to minimise disruption to delivery

3.1 The challenges AJACS faces in delivering in Syria

The current situation in Syria presents a number of challenges to the delivery of capacity building, training and the provision of materiel assistance to civilian security and justice providers. Whilst some of these challenges are as a direct result of the latest instances of insecurity in parts of the country, others are historical.

Challenge	Coffey's mitigation
Managing delivery in Syria, by proxy, from Turkey	Managing the project by proxy presents challenges as a result of limited control and oversight, making ensuring quality and compliance more difficult. Coffey has worked in Syria before and utilises a flexible delivery toolkit which includes a of combination deployed local expert personnel delivering technical assistance, training and mentoring, supported by remote workshops and train-the-trainer programmes, as well as in-country monitoring to deliver a level of quality and compliance assurance.
Subcontractor Failure	We maintain established processes and procedures around subcontractor management, with a centralised risk management framework and quality assurance of project deliverables. This framework is designed to quickly identify developing risks in terms of subcontractor performance, delivery and safety and enables us to respond to the situation and minimise the risk of impact on project delivery. In the case of AJACS we have a worked with a number of our partners before, either through Coffey or MSI and understand their individual limitations. We have the skills and expertise to support our subcontractors before contract failure becomes an issue.
Restricted access to stakeholders	As the security situation in Syria and border access remains unpredictable AJACS is likely to encounter difficulty in securing access to the project's stakeholders. To mitigate this we will take the following approach: • Our AJACS Project Risk Manager and Coffey Security Analyst will maintain oversight of restrictions to border crossings, allowing us to adjust our approach accordingly; • Coffey will maintain the capability to operate the AJACS project from both Gaziantep and Antakya (Hatay), allowing us to engage with stakeholders at both locations; • Coffey will remain sensitive to the dangers to stakeholders of affiliation with the AJACS project and will take measures to maintain an apparent level of distance.
Availability and usability of quality Syrian personnel	Sourcing quality Syrian consultants is a challenge in itself, ensuring their ability and willingness to work inside Syria is a further challenge. For AJACS, Coffey will work with its two Syrian partners, incumbent personnel and the donor community to ensure that we are able to source high quality Syrian staff who are able and willing to work inside Syria. From the outset, through PDC and Nabni Souira, we have access to 10 Syrian staff in Turkey and over 20 on the ground in Syria, giving us instant access into the country.
Potential reputational damage to the project, donors and service provider	The highly politicised environment of Syria, particularly with regards to security and justice, amidst ongoing international debate over kinetic engagement and human rights abuses, presents a significant risk to the reputation of the project, AJACS donors and Coffey. Coffey will take the following approach to protect reputations: • Be transparent inside the donor, stakeholder and beneficiary environments, making the project's objectives clear and distancing ourselves from any negative reputations of previous projects in the sector/space; • Conduct vetting of all individuals and groups affiliated to the project; • Remain compliant with all international and UK legislation, international sanctions, local restrictions and corporate embargoes.

Challenge	Coffey's mitigation
Strict legislation, sanctions and rules relating to the movement of money in the region	The challenges presented by legislation, sanctions and restrictions are an issue in their own right. We will reduce the potential of disruption to the AJACS project by: • Ensuring complete understanding of relevant restrictions through early engagement of subject matter experts; • Seeking licenses and permits to allow us to legally operate in contradiction of standard restrictions as required;
Operating in Turkey	Coffey has experience of successfully operating in Turkey in the past. For AJACS, we will conduct a full review of applicable laws, regulations and taxation regimes to ensure that the project is not exposed. Furthermore, we have an established relationship with a Turkish legal practice which ensures that we are provided, in a timely fashion, with adjustments to applicable legislations and operating requirements.

Table 2 - AJACS' programmatic risks and Coffey's mitigations

3.2 AJACS' risks have been mapped using Coffey's tested approach

The Coffey risk management framework provides a standardised and consistent approach, based on the Management of Risk methodology, which aids the identification of risk and supports the application of robust mitigation strategies. Our risk identification process is broken down into two stages: 'Identify - context' and 'Identify - risks'. During 'identify - context' we look to best understand:

• What the objectives of AJACS are;

• What the scope of the activities are;

• What assumptions have been made;

• What constraints are relevant to AJACS; and

• Who the stakeholders are and what their objectives are.

'Identify - context' is designed to isolate objectives, scope and external influencing factors that may impact AJACS. To support this identification we use a variety of tools and techniques, these include: stakeholder analysis, PESTLE (Political, Economic, Sociological, Technical, Legal and Environmental) analysis, SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis and Horizon scanning, we would also introduce a probability impact grid to be used when we later assess the risk.

Our 'Identify - risk' stage identifies the risk that has the potential to affect AJACS objectives with the aim of minimizing threats while maximising opportunities. To do this, we:

• Identify the threats and opportunities to AJACS;

• Prepare a bespoke project risk register;

• Prepare key performance indicators and early warning indicators; and

• Understand the stakeholders' view of the risks.

To promote the identification of risk on the AJACS project, regular group techniques are employed including anonymous and brainstorming. This rigorous and wide-reaching process provides a safeguard that the most prescient risks relating to AJACS are identified and mitigated appropriately.