

6 Seamless operation with other contractors to maximise impact

6.1 We understand the importance of effective inter and intra project coordination

Effective donor coordination increases the efficiency and effectiveness of external aid.

Coffey will work to protect the perception of the AJACS project, ensuring that it is a demand led project motivated by improving the safety of Syrian communities. Essential to this process will be ensuring inter-donor coordination on a broad and deep scale to ensure collective effectiveness, efficiency, impact and the reputational security of the donor community.

Case study: Coordinating partners to ensure the delivery of a common objective

Coffey manages the Justice and Governance Implementation Unit for DANIDA Zimbabwe. Effective cooperation is essential in this programme which has multiple and overlapping components and stakeholders. We coordinate seven CSO partners who individually work towards the programme's objective of strengthened democratic processes and institutions in Zimbabwe. Coordination includes informal meetings, steering committees and ad hoc communication, and we are establishing a CSO dialogue platform. Our approach uses a set (formal) methodology for coordination, whilst remaining flexible (informal) to take into account the complexity of the programme and environment.

6.1.1 Coordination across the AJACS donors and stakeholders will ensure on going support

The AJACS project relies on financial support from the UK, US, Danish and Dutch governments, furthermore the project has stakeholders across Whitehall with specific interest in the project's activities and products. As such, it is essential that the service provider's approach is sympathetic to the differing and dynamic desires of a host of donor and stakeholder agencies, and also to the donor's individual projects including the US' AJACS project, the UK's Support to Civil Society – Phase 3, and the Danish Baytna project. We will ensure that the AJACS project de-conflicts and coordinates with donor's other projects.

The FCO's support to Syria is not just about implementing traditional development programmes, but is heavily political, involving close coordination with other parts of HMG and international actors. In this context, working on community security interventions is particularly sensitive. It is imperative that all parties work closely together with the same aims and objectives, necessitating a partnership approach between donors and implementing organisations.

We will ensure in-depth coordination through a combination of formal meetings and informal ad hoc approaches, as follows:

- We will host **monthly coordination meetings** to allow all AJACS donors visibility of the project's activities and to raise coordination issues;
- We will produce a **weekly consolidated report for AJACS donors**, keeping them apprised of the project's progress, local atmospherics, completed and planned activities (including highlighted impact stories), and any management/coordination issues encountered;
- We will ensure that donors can have **instant access to project information** through a personalised Office 365 account for the project;
- We will ensure that the **project office can facilitate the permanent presence of Steering Committee**/donor representatives if required

Our local coordination activities will be led by our Team Leader, Eric Pelsler and supported by Coffey's Project Manager, Greg Smith on contractual matters.

6.1.2 Donor coordination will maintain the credibility and legitimacy of AJACS in the broader donor community

A vast array of international donors are undertaking activities in the same geographical and contextual space as AJACS, and it is essential to co-ordinate and share knowledge amongst donors in order to maximise impact within this space. Coffey will take a three pronged approach to donor coordination:

- From the outset **Coffey will map the donor communities**;
- We will **ensure AJACS representation at broader coordination meetings** relating to the work of the project where they exist;
- Where coordination groups do not exist, we will **support the Interim Government** (and other relevant stakeholders) to initiate and host these meetings;

Through extensive donor coordination Coffey will ensure heightened level of:

- Impact across the geographical and contextual space shared by AJACS;
- De-confliction of activities;
- Acceptance of the legitimacy of the AJACS programme amongst both other donors and Syrian communities.

6.2 Coffey will closely align and coordinate with the US project service provider

Coffey will coordinate closely with the US service provider. In addition to the coordination mechanisms set out above, we will ensure weekly bilateral coordination meetings between the Coffey and the US service provider to avoid duplication and to maximise impact of interventions.

Were Management Systems International (MSI) to be successful in its US bid then by providing complimentary services to both the UK AJACS project and the US 'sister' project Coffey are able to leverage the following benefits:

- **Economies of scale** associated with a single service provider servicing a larger scale portfolio of contracts in the same space and context;
- Coffey and MSI have a **natural level of coordination** in place, ensuring systemic coordination and cooperation that we have used to great effect in South Sudan, Afghanistan, Pakistan and Syria;
- **Sharing of essential information** between the two projects, ensuring both the safety of our personnel and reducing unnecessary duplication of effort in pursuit of the same objectives;

6.3 The FCO can rely on Coffey to provide the most appropriate skills and experience, drawing on the support of other providers where necessary

Quality of deliverables is central to Coffey's approach to projects such as AJACS and subsequently we do not let competitive concerns or commercial sensitivities stand in the way of cooperation with other service providers.

AJACS is a broad project requiring explicit skill sets and experience in order to tackle very specific challenges. Coffey accepts that no one organisation can or should endeavour to undertake this project alone, without the extensive support of a network of specialist organisations. This acceptance has driven our approach to partnering and we have sought the specialist inputs of a number of partners, giving us a broad by tailored network of personnel and experience to draw upon throughout the project. Nevertheless, we understand that under particular circumstances the donors may wish to see particular skill sets and experiences utilised on the AJACS project and we are able to facilitate this, as detailed in Section 5.