

9 Coffey's administrative arrangements in Turkey will ensure the AJACS project runs efficiently

9.1 AJACS will be supported by a dedicated project management presence in southern Turkey

Coffey understands that when technical resources are engaged in administrative tasks this does not represent good value for money. Furthermore, these resources are often not equipped with the right skills or experience to undertake those tasks in the most effective and efficient manner possible. With this in mind, AJACS' Project Manager will be supported locally by a Turkish Project Coordinator and an international Risk Manager; and remotely by a Project Accountant. The structure of this Project Management Unit is depicted below:

Coffey's full time Turkish Project Coordinator will provide local administrative support

Our Project Coordinator, Jeyda Yelkalan, will provide support to the PMU in terms of local finance, HR, Logistics and project PR. Jeyda is based in Gaziantep and has experience supporting donor funded programmes in Syria.

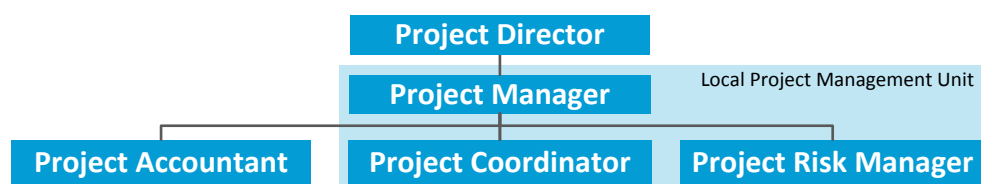


Figure 9 - Coffey's AJACS Project Management Unit

9.2 AJACS operating platform

The AJACS project requires the delivery of immediate impact. At Coffey we have access to office space in Gaziantep and can begin delivering work from day one. Given the fluidity of the situation in Syria, should there be a deterioration security in Southern Turkey, or changes in border crossing access, we will evaluate whether Gaziantep should remain our project office base. We have available office space elsewhere in Turkey (Atakya), as well as offices in Jordan and Lebanon that we can utilise, should the project require them (for example if our Syrian partners are more able to travel to these locations than Turkey).

9.2.1 AJACS' office set up in southern Turkey

Short term – Our network partner, People Demand Change, have a flexible office arrangement in Gaziantep, this arrangement has been extended to Coffey and we have an agreement in place to utilise their office space until such a time that we can establish our own. This means that we are able to commence work in Gaziantep immediately and with minimal cost to the FCO. We are also able to access short term office space in Atakya (Hatay) as required through the use of hotel business centre space and private meeting facilities

Long term – Coffey will look to rent its own office space once project delivery is underway, whilst not essential to operate, this will allow a greater level of independence and flexibility. We will work with the AJACS Steering Committee and our implementing partners to ensure that our permanent office is fit-for-purpose against the needs of the AJACS project. In this regard we will be able to offer space to the Steering Committee and partners as required. Our AJACS office will be bespoke to the project rather than simply an expanded corporate office.

9.2.2 AJACS' accommodation options in southern Turkey

Short term – In order to allow for immediate and flexible accommodation of the AJACS team Coffey will use hotels close to our temporary office, ensuring flexibility at the project's outset until platform requirements are determined.

Long term – In the long term we will either provide our consultants with a housing allowance to cover the cost of living or source a more unified approach through the renting of project 'villa' or apartment cluster.

9.2.3 Transporting AJACS personnel

International and regional travel – AJACS staff will travel internationally on low-cost economy flights. We will ensure value for money by instating a minimum number of days project delivery for every flight taken. Our in-house travel coordinator will be responsible for all travel bookings.

Local travel within southern Turkey – Travel within southern Turkey will be predominantly on a 'self-drive' basis (subject to licenses) in project hired vehicles. The option also exists to employ a project driver through a local hire car company and this may be explored should it be deemed necessary.

Transport to the Syrian border – Travel to the Syrian border will be closely monitored and restricted to project-essential travel. Project vehicles will not cross the border under any circumstances and care will be taken to not affiliate Syrian vehicles with AJACS project locations.

Transport across Syrian border - The transport of our Syrian staff who are required to cross the border will be very carefully managed ensuring that they are able to do so in relative safety, protecting them from overt affiliation with the project or donors and avoiding periods of heightened risk

9.3 Project communications

Effective communications are key to a project such as AJACS. Donor governments often require instant access to information regarding project delivery. We will ensure this access is achieved.

9.3.1 Local project communications

Within Turkey, AJACS will utilise email, telephone and in-person communications as far as possible. For personnel operating close to border regions (but within Turkey) we are able to issue trackers and satellite phones as required.

9.3.2 AJACS will benefit from secure, flexible and highly accessible data storage

Project data will be managed predominantly through the use of Office 365. This system is currently used across Coffey projects and allows project teams in London, local project offices and the field to access and upload information for immediate sharing. This system has a number of benefits:

- Data storage is available immediately and is scalable in accordance with AJACS requirements;
- There is no need to rely of physical data storage infrastructure at project locations in Syria, so data can be uploaded from the field and deleted locally (reducing the risk to our personnel)
- All data is remotely backed up automatically to protect against data loss;
- A separate 'area' can be set up to allow the AJACS Steering Committee instant access to project information.

9.4 Banking and movement of money

(This section does not detail the financial control risks relevant to the project; these can be found in section 13)

9.4.1 Remittances and electronic transfers

AJACS banking will be undertaken by Crown Agents Bank (CAB) who will remit funds directly to implementing partner, suppliers and consultants as required by the Steering Committee. Donors can transfer their contributions to CAB in the preferred currency which will be converted to the currency of the pool on receipt. Payments can be made globally in all major currencies and local currency payments can be made. Payments are settled in the most effective way using a global network of correspondents and payments are delivered reliably, cost-effectively and on time, minimising cost and settlement issues. Being separate to Coffey, CAB provides a level of separation between service provider and project funds, providing clear and transparent, independent financial reporting to the AJACS donors.

9.4.2 Cash transfers

An option exists, through Crown Agents Bank, to open a local account in Turkey, through which cash transfers can be arranged and made.



Coffey will utilise Crown Agents Bank for AJACS banking needs

As instructed by Coffey, and on behalf of the Secretariat, Crown Agents Bank will remit funds directly to implementing partners, suppliers and consultants.