

2.1.4: Question 3

Describe how you will manage all other risks and contingencies and to delivering the services in other countries you may have to operate in, e.g. Turkey and Jordan. Consider issues such as sub-contractor failure, temporary unavailability of the site/lock-down or of key or non-key staff, etc.

Risk management through proven systems

AJACS donors need an implementer with proven systems for proactively managing programme risk to ensure that delivery remains on track in the face of the inevitable disruptions that this high-risk programme will face. With £140m of large projects currently under management, we have proven processes in place to manage programme risk. We believe strongly in our ability to mitigate risk to meet KPIs, with our standard commitment to place 10% of our profit to be paid directly against KPI performance.

We have proven ability to manage programme risks in the harshest of environments

In 2013 WYG completed delivery of the £10m Coalition Force Facility in Afghanistan. We successfully managed:

- **Programme risk:** delivering accommodation, working space, medical facilities, vehicle workshops, welfare, and force protection for 400 Afghan National Defence University staff on time and in budget.
- **Contract risk:** managing the requirements of numerous military stakeholders.
- **Reputational risk:** ensuring that commitments made by the UK and Afghan Prime Ministers were delivered upon.

Our approach to managing risk includes four steps:

1. IDENTIFY – How we will identify new risks
2. ASSESS – How we assess and analyse risks throughout the programme
3. PLAN – How we manage risks through planning
4. IMPLEMENT – How we manage risks through implementation
These four steps are managed through a two level governance structure:
1. RISK OWNER – Responsible for management and control of all aspects of the risks assigned to them, including managing, tracking, and reporting the implementation of the selected actions to address the threats or to maximise the opportunities that may arise.
2. RISK ACTIONEE – Responsible for the implementation of risk response actions. They support and take direction from the risk owner.

In summary: our process for managing programme risk

1. Programme level risks identified through systematic risk analysis
2. Team Leader to identify risk owner
3. Risk owner identified and briefed
4. Mitigation solutions developed that have a scalable approach over the project locations and lifecycle
5. Acceptance of the mitigation solution of all key stakeholders
6. Risk Actionee identified and briefed by risk owner
7. Approach tested as being fit for purpose
8. Operational implementation
9. Oversight conducted at multiple levels for compliance

Evidence of our risk management process

Risk Assessment processes and templates are used to monitor all risks – in particular in Red Zone countries:

- **Opportunities Register** – used to improve Service Delivery;
- **Risk Register** – used to identify any risk that could affect service delivery i.e. people, operations, finance, commercial and fraud;
- **Issues Register** – used to raise any issues that can be resolved internally before they impact service delivery or to clear up misunderstandings in contract documentation;
- **Change Register** – used to keep track of agreed changes in the contract from the Opportunities, Risk and Issues Registers resulting in a change to service delivery from the original contract specification.

The £150 million Civilian Engineering Support Team in Camp Bastion registers held over 65 entries across the registers resulting in 12 contract amendments saving over £3.7 million in costs over 18 months.

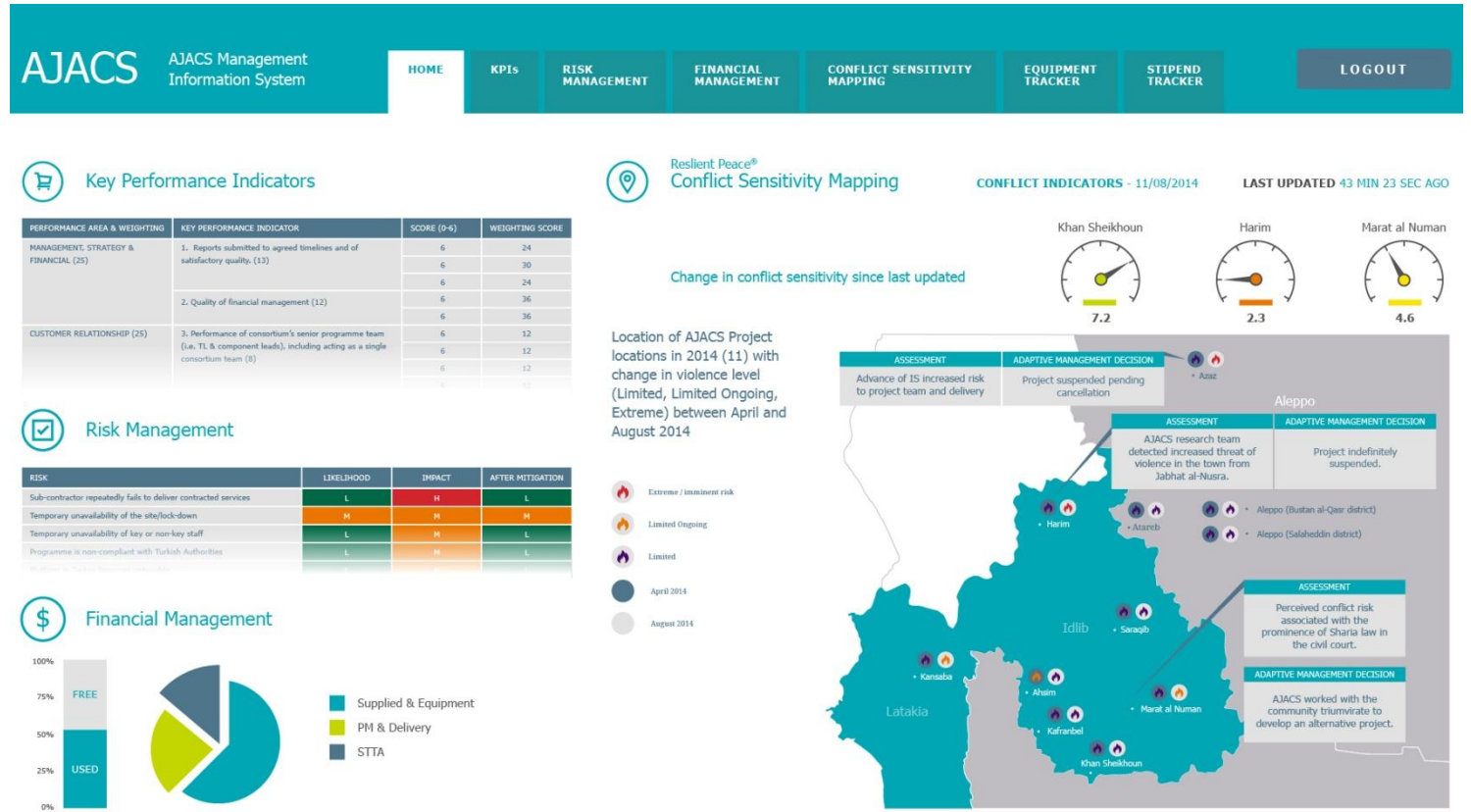
Managing risk through programme governance and real-time reporting

We envisage programme risk management as an integral part of the AJACS governance structure. We will communicate how we are managing programme risks through the AJACS Team Leader and Project Director who will liaise with the AJACS Secretariat: our KPIs require that all key risks are flagged to the AJACS Secretariat in presentations, progress reports, and a live risk register.

In addition to reports delivered through the formal governance structure, we understand that in an environment as fluid as Syria, donors require easily accessible real-time information. We therefore propose a bespoke online programme management platform. The real-time information will be provided by the programme team supported by our network of

staff, partners, and associates within Syria and the region; this will be continuously uploaded by our dashboard management team.

Figure 5: Our Management Information System will allow us to provide donors with up to date reporting of risks, conflict context, programme progress and finances.



Evidence of value for money is that this system will be based on the architecture WYG used for delivery of the Western Balkans Investment Facility to monitor a €300 million grant programme of 178 grants across 145 projects in 8 countries via multi-donors. The system will be developed and administrated in-house by IT Solutions, a wholly owned subsidiary of WYG Türkiye; this de-risks development and allows site-security to be managed in-house and supported through our secure MOD standard e-data rooms in the UK used for our work in the defence industry.

This online platform will provide donors with access to information on risk and updates as to how we are managing that risk. Real-time information will include the location of equipment (from initial procurement through to beneficiary handover within Syria); ongoing monitoring of the location of equipment after handover; tracking of stipend payment values, destinations and validations and the conflict environment in AJACS programme locations. This information will be accompanied by real-time updates on risk management strategies and contingency planning.

Managing programme risk in Turkey, Jordan and other possible regional bases

AJACS can only succeed if the implementer creates and maintains trusted relations with the authorities in potential delivery locations, including Turkey, Jordan, Arbil and Beirut. As well as our compliant presence in Turkey and excellent relationships with the Turkish authorities, our team has long experience of delivering cross-border logistical assistance from offices in Amman, a training centre and logistical partners in Arbil, and an established project office in Beirut with excellent relationships with the Lebanese security authorities. In each of these locations, our compliant local presence and political relationships will enable delivery while our local security managers will de-risk programme delivery (see 2.2.1).

Managing sub-contractor failure, site lock-down and staff availability

Our integrated risk management process outlined above covers all programme risks, including those identified in the ITT. For instance, we manage sub-contractor risk through rigorous pre-qualification questionnaires and performance monitoring. If operational sites in Syria are locked down this will be managed by our wide footprint (as it is unlikely that all areas of Syria will be locked down at once) and established procedures which sees staff in Syria either move location, keep a low profile, or suspend, with varying impacts on level of delivery. We have the capacity to deliver cash and remote training to locked down sites. Moreover we have a regional platform that enables us to shift operations to more permissive locations in neighbouring countries (see 2.1.5). We use our adaptive human resources management methodology (see 2.2.3) to retain key staff despite programme changes and to ensure continuity of knowledge and relationships when staff depart, and this risk is further mitigated as 80% of core team days will be completed by WYG/Aktis staff.