

We are committed to delivering this programme in full alignment with the Authority and its representatives. As such we have proposed a set of client liaison arrangements which include **strong coordination mechanisms, certified quality control and a thorough problem or complaint escalation procedure.**

Full alignment through coordination

Our Client Liaison approach has two tracks. Firstly, we will develop a Contract Management Plan (CMP) which sets out the formal checks and balances built into delivery and our responsibilities to the Authority or its representatives. This CMP will define when information needs to be shared, how it will be shared and what further information needs to be held in reserve for inspection if required. It will also identify a formal contract management meeting rota which will provide a regular forum with minutes to update the Authority on our management of the contract and to raise any issues which may affect delivery.

In tandem with this approach, our Project Director and Project Coordinator will be fully available to the Authority at any time to speak informally about progress on delivery and will act to respond immediately to client requests and concerns.

Quality Management Approach

We will deliver the programme using our industry-leading quality management systems (QMS). These include clearly defined escalation procedures aimed at rapidly resolving problems as they emerge. We are committed to working in partnership with the Authority in order to provide a transparent and responsive performance management approach.

Our QMS is designed to meet rigorous independent standards and is OHSAS 18001, ISO 9001, ISO 14001, and ISO 45001 compliant. It ensures that projects are regularly reviewed by the Project Team and the Project Director (PD), and that all outputs meet fully with the client brief and our governance arrangements.

The CMP defines overall control of quality processes, making sure concept, approach and methodology are documented, communicated and managed. Additionally, our Commercial Development and Operating Procedures (CDOP) provide detailed guidance on project delivery from inception to closure.

Escalation Procedures

We have in place two escalation approaches to swiftly and effectively resolve problems and complaints: one for problems with the delivery of WYG staff and project teams, and one to manage contract sub-contractors, in this case those of VNG and Democracy Reporting International (DRI) and/or any other subcontractors used in the delivery of this programme.

Staff and Project Teams: all team members are provided with a clear understanding of escalation procedures which will identify and address issues of poor performance. These are summarised in the table below:

Responsibility Level	Description	Action
Project Director (PD)	Accountable to the Authority for all contractual deliverables. Overall responsibility for the strategic and commercial management of the programme.	Holds ultimate authority for making team changes if underperformance not swiftly and fully addressed.
Project Coordinator (PC)	Responsible for leading, supervising and guiding the team to produce contractual deliverables to a high standard. Communicates across team and provides technical oversight and strategy.	Must raise any concerns with individual or sub-contractor performance immediately to the PD. Leads on programme response to technical problems in delivery.
Lead (L)	An expert designated to lead a delivery area. Responsible for coordinating delivery inputs to provide coherent deliverables.	Must identify and escalate any factor likely to impact timeliness or quality of programme deliverables to the PC.
Expert (substantive)	Experts serving in delivery teams and responsible for delivering substantive inputs to deliverables.	Experts should identify any concerns over the timeliness or quality of deliverables immediately to L.
Expert (supporting)	Experts supporting substantive delivery through coordination, liaison and recording services.	

Sub-Contractors: we continually monitor and feedback on sub-contractor technical performance; adherence to the work programme; and timeliness and accuracy of financial data. Our sub-contractors align their escalation procedures with our policies and procedures. This is captured in the CMP and is binding in the sub-contract between them and WYG.

To support the CMP, we develop Standard Operating Procedures (SOPs), Financial Management Procedures (FMPs), and an HR Management Strategy (HRMS) for contracts. The HRMS governs subcontractors' performance and covers: team role definitions; recruiting and retaining experts; managing subcontractor/expert performance; replacing sub-contractors/experts; and inducting new team members. We continually monitor and feedback on sub-contractor technical performance; adherence to work programme; and timeliness and accuracy of financial data.