

Response 1.2.7

At Ecorys, we value developing a **strong working relationship** with our clients therefore, the projects dedicated Project Manager and Project Director will seek to work collaboratively with the CSSF throughout the duration of the contract, in order to ensure knowledge is shared, feedback and approvals are sought, and the campaign is closely aligned to expectations. This will be achieved through the inception phase, monthly briefings, quarterly reporting and meetings, annual review plus ad hoc direct contact via phone, email and skype. Once an activity has the green light, the Project Manager will coordinate the project team to implement activities and report to the CSSF on progress via the monthly briefings, or more regularly if requested.

An **agile approach** will be used, so the monthly briefings and quarterly meetings will be used as an opportunity to go through actions during the previous period, seeking sign-off as required. Challenges, adaptations and optimisations will be discussed, and actions agreed for the coming period. This flexible approach to project management will allow the campaign to be adapted, in line with any developments in the context in Lebanon, requirements of the CSSF and recommendations stemming from testing, research, CSSF and the project team.

Ecorys have well-established **project control structures** and an **integrated risk management** and reporting system in place which will be adapted for the CSSF, to detect problems early, allocate severity levels and identify responses to poor performance, both within the project team and through the supply chain. Through thorough planning, we adhere to a high standard of **Quality Management (QM)** in all of our projects, programmes and across our organisation as a whole. Our approach to monitoring, prevention and responding to poor performance is based on the following key procedures:

- Establishing and embedding effective **performance monitoring procedures**: We will use Ecorys' existing internal procedures to monitor performance of in-house staff and local experts who will feed into this.
- Clear and rapid procedures for raising and **escalating concerns**: Staff will be briefed on procedures at project inception, with a clear chain of command and actions for raising issues of poor performance. The chain of command will allow feedback to circumvent links of the chain if necessary, to ensure gender-sensitive channels of communication.
- Systems including different **modes of feedback** in place: Both formal and informal performance measures will be implemented, allowing for scheduled formal and ad-hoc feedback, and to allow timely and open performance monitoring across levels of seniority. These systems will include the clear identification of ways to address performance, along with revised performance targets and means of verification.

However, we aim to prevent, or minimise, the risk of poor performance through two main mechanisms which will be applied to this project with the CSSF: (i) selecting staff and partners who are known and reliable performers; and (ii) utilising strong management systems to ensure experts are briefed and supported properly. Where poor performance does occur, it is addressed as follows:

- Applying strong **project management systems** incorporating lessons learned from experience. The dedicated Project Manager and Project Director will be supported by internal teams at Ecorys including Communication Strategists, Research and Policy Managers, Digital and Social Media experts, Web developers, Creative Services for AV and graphics, Editors, translators and proofreaders, as well as by local experts in-country.
- Our **internal reporting system** provides a simple, succinct way to flag up risks, log and communicate them, along with categorising responses and responsibilities to risk owners. The project management 'toolkit', used by all Project Managers, is a 'live' document containing a project monitoring form, risk register, issue register, lessons log, highlights report and lessons learned report. This is an up-to-date log of all problems encountered, actions taken, drafted by the Project Manager, elevated to the project director level and, if necessary, the divisional director. The form is updated monthly and quarterly, but daily communications between the project team means that any major issues are reported immediately and action taken where necessary.
- This log creates a system where it is easy and clear to **identify risks and potential performance issues**, and for these to be elevated to the appropriate level. Project risks are categorised within the risk log during proposal, pre-campaign planning and implementation stage. These risks are monitored and updated by the Project Management Team, and experts throughout the project. Once a risk(s) transform into an issue(s), they are logged in the 'issues register'. If graded as 'significant', the project is marked as 'amber', or 'major', and marked as red. Once a project is marked amber or red, this is flagged – along with the development of an action plan and a risk owner – to address the issue. The project remains at this status until the action is completed and the issue is re-categorised as a risk, with appropriate mitigation strategies identified to reduce: (a) the likelihood of it occurring; and (b) its effect on project delivery, should it occur.