Albany operates on the principle that prevention is better than cure, whether within the project team or supply chain. This page sets out our standard measures to ensure as smooth operations as possible, and then sets out the processes of rectification / remediation when necessary.

In terms of personnel performance management and quality assurance, we provide our teams with detailed work plans, hold regular internal reviews, produce monthly technical reports and offer the client regular briefings as required. These mechanisms ensure a satisfactory level of transparent and effective oversight of our programmes. The project design typically includes tools and approaches for recalibrating the intervention in line with intelligence gathered and audience feedback loops. This process will enable the project partners to regularly assess progress towards the Key Performance Indicators and, if necessary, modify them to encapsulate data and insight which were not available at the beginning of the project. Our approach to oversight and assessment are summarized below:

- **Contracts** - All our teams are employed and operate under legally binding contracts of employment, which include individual detailed and accountable terms of reference for each person employed on the project.
- **Project HR Matrix** - This highlights personnel and interpersonal relationships in the project setting and establishes technical reporting requirements and project hierarchy.
- **Project organizational chart –** This lays out reporting lines, based on role and responsibility within the project.
- **Detailed individual and team work plans –** These are regularly reviewed and feedback is provided by Albany to the team. Any deficiencies are noted and resolved.
- **Individual and Project Key Performance Indicators –** These are established to maintain momentum in the right direction and give project teams regular measurable snapshots of progress.
- **Regular Performance reviews –** These are structured and held regularly. They look back as well as forward, discuss the KPIs, and give us a chance to reinforce positive achievements and address poor performance.
- **Emergency and Special Contingency Response Policy -** This ensures that medical emergencies and special contingency situations are dealt with effectively and efficiently, and that personnel and contractors affected by an incident receive the appropriate duty of care. The policy details the Responsibilities and Immediate Response Framework. An Albany Duty Officer is always available, with relevant information and steps taken recorded.

Procedures for dealing with complaints or problems and escalation procedures
Dispute resolution will begin with a meeting where evidence is presented and critical assumptions are challenged and defended. A combination of experienced management personnel, clear sight of the overall objectives and respect for the client-implementer relationship is usually sufficient to ensure that the interests of the project are prioritised over individual agendas but, where escalation is required, Albany is committed to implementing a transparent process which is properly documented and independently mediated. This policy extends to complaints from third-parties who believe that they have been misrepresented or unfairly contextualised through project activities. Typically, Albany will draw up institutional agreements or memoranda of understanding prior to implementation, thereby clarifying roles and responsibilities and providing a reference point for disputes. At no point will any kind of leverage be used to persuade individuals to take part in activities or processes with which they feel uncomfortable.

Supply chains
In terms of ensuring the integrity of supply chains, due diligence procedures are very important. Albany is a company with a demonstrated commitment to organising processes and continually improving their efficiency. Our processes when sub-contracting and managing the supply chain include:
i)   Scope of Third Parties: The first step is to assess whether or not an entity falls within the scope of third parties which require due diligence and it is also necessary to ensure that consideration is made on how far down the supply chain the due diligence applies. This will take the form of an initial screening of suppliers.
ii)   Third-Party Risk Assessment: Once an entity is identified as falling within the scope of being a third party which requires due diligence, a third-party risk assessment is undertaken, which assesses the party as a high-, medium- or low-risk supplier. This will determine the level of due diligence undertaken. The risk assessment takes the form of an internal check-list which is first completed so that the risk level can be determined.
iii)   Due Diligence: Once the two steps above are completed then due diligence is undertaken at the appointment level. This has three steps: a) Data collection; b) Verification or validation of data; and c) Evaluation of results, including the identification of red flags. For example, in the past Albany has worked in various securitised environments, and has become familiar with the situations and organisations that require heightened due diligence: that could be through local law enforcement agencies (such as recent programming in Somalia) or through a British Embassy (such as ensuring the acceptability of a project partner in Sudan).
iv)   Approval Process and Post-Approval Risk Mitigation: Once the three steps described above have been completed, a decision is made over whether or not to go ahead with the transaction or relationship. The rationale behind this decision is clearly documented.

An example of this could be a recent occurrence in a project in Kabul. Following client feedback that a submitted report was not of satisfactory quality, the Albany project manager spoke to the client, assessed the situation and deemed it necessary to move forward a planned trip to Kabul to liaise with the consultants who put the report together in order to restructure the report and improve its language, as well as ensure that all the comments from the client were collected and reflected in the new version which was subsequently submitted.