

1.2.3 Mobilisation and Local Capacity

As current implementers of the British Policing Support Programme (BPSP) and with fully operational headquarters in Beirut, Siren **can mobilise immediately upon contract award**. We offer a joint approach, combining Siren's extensive experience delivering client-centered, value-for-money, flexible programming in support of Lebanese internal stability and security with Integrity's rigorous monitoring, evaluation, and learning cycle that ensures long-term impact and sustainability. **We are therefore in a unique position to mobilise rapidly, ensure a smooth transition and add value through our collective expertise.**

Core Capacity to Mobilise and Deliver Flexible Programming in Support of Accountable and Community-Security Provision-Oriented Policing in Lebanon

Since 2008, Siren has been implementing projects on behalf of HMG in support of the Internal Security Forces (ISF) and has played a principal role in driving the organisation's development towards a community-security provision-oriented police service. Siren is currently responsible for in-country programme delivery of the BPSP Lebanon (2016-2019), including strategic direction of the programme, programme management of short-term experts (STEs), overall technical delivery, stakeholder management, and monitoring, evaluation, and learning. **Siren personnel have been responsible for designing and delivering key programme outputs, including the ISF Strategic Plan 2018-2022, the roll-out of community policing stations in Beirut, the Command and Control Centre and subsequent automation of the incident management system (Fenix™) across Beirut, the ISF Code of Conduct, the ISF Human Rights Division, the Inspectorate General complaints system and inspection capabilities, the Public Order Manual of Guidance, and the community policing curriculum.** Core Siren personnel, including the current Programme Director (Karin Delin), Operations Manager (Marc Maouad), four of five component leads, and the key enabler leads including analysis and automation, buildings and refurbishment, and ICT solutions, remain members of the Siren delivery team and are available as of 1st August. Siren is therefore well positioned to mobilise immediately upon contract award and ensure a smooth transition to the new programme.

Beyond BPSP, Siren specialises in developing and delivering large-scale, complex capacity development programmes for Middle Eastern police institutions and has a proven track record of successful interventions in post-conflict and challenging political and security contexts. Siren operates according to a flexible, iterative, and client-centered programme design cycle, with an emphasis on adapting programming to emergent needs, either due to changes in the security situation, as a response to new evidence collected in public perception surveys, or based on feedback from beneficiaries. A previous end-of-project review commissioned by the British Embassy Amman upheld Siren as "an example of good, flexible, innovative and effective programming" commending Siren leadership "for the speed with which they were able to put together a credible response to urgent problems...in effect from a standing start."¹

Local Capacity

Siren's team is predominantly made up of Lebanese nationals or individuals based in Lebanon. **This allows us to deliver a programme that utilises local access and relationships, develops highly contextualised interventions, understands conflict sensitivities and is aware of the needs of specific communities, including women, the disabled, and other vulnerable groups.** It also allows us to make financial savings on travel and language services, maximising value for money. The programme's in-country Research, Monitoring, Evaluation and Learning (RMEL) facility will provide the programme with up-to-date analysis on key political economy developments in Lebanon and ensure that any interventions are cognisant of their potential impact on local drivers of conflict and violent extremism. Siren will capitalise on these established connections to enable a smooth transition.

Flexible and Reliable Delivery that Ensures Value for Money

Siren has developed agile, localised, and rigorous procurement practices that allow for adaptive response to client needs while ensuring compliance with relevant HMG legislation, **including the Terrorism Act 2000**. **Mohammad Sherif**, Siren's Beirut-based procurement manager, was responsible for managing over GBP 6 million in procurement under the current British Policing Support Programme. **This included the management of uplifts of more than GBP 500,000 in less than one month, from need identification to contract award.** Procurement is supported by **Ziad Nasr (Siren)**, Buildings & Refurbishment Lead, and **Gabriel Khoury (Siren)**, ICT Lead, both based in Beirut and responsible for the design and delivery of major infrastructure projects and the development of customised, low cost, fit-for-purpose ICT solutions within the current programme. They will continue to ensure value-for-money procurement in their respective sectors, utilising local networks and building on lessons learnt over six years' experience designing the ISF community policing model station and supporting systems.

¹ Jordan Policing Project: End of Project Review, 2017.

Siren's team is supported by an active roster of over 200 approved short term experts (STEs) deployable at short notice. STEs have a wide range of specialist technical knowledge and geographical experience, including community policing, public order and critical incident response, counter terrorism and CVE, human rights and police ethics, police accountability and oversight, GBV protection, surveillance (including CCTV and ANPR), crime analysis, digital risk management and cybersecurity, forensics, interagency operability, and strategic planning and public sector reform. The STE roster is maintained within Siren's database (compliant with the Data Protection Act 2018). Since 2008, Siren has successfully recruited, vetted, and mobilised over 165 staff for HMG funded projects in the Middle East. Siren maintains an active network with local companies, UN agencies, NGOs, and universities, and is able to mobilise local expertise in a wide range of areas, including Lebanese public administration, Lebanese law, women's rights, refugee rights, child protection and youth engagement, quantitative research and public perception surveys, and CVE and counter-terrorism.

Siren and Integrity remain committed to gender-sensitive recruitment; Siren's Board of Directors is 50% women and the programme team is 58% women. Siren's active roster includes women police experts with over three years international experience as part of Siren's policing reform projects in the Middle East. **Karin Delin (Siren)**, Programme Manager, has over two decades of experience implementing policing transformation programmes across Asia, Africa, and the Middle East, has played an integral role in Siren's support to the ISF over the past ten years, and is a leading expert on gender mainstreaming in the SSR programming, with a focus on change management approaches in relation to UN Security Council Resolution 1325.

Consortium Partner Capacity

Integrity brings clear value added, with extensive experience designing, developing and delivering research, monitoring, evaluation, and learning (RMEL) facilities for over 200 programmes in 40 countries, the majority of which are FCAS. Integrity marries sector-best systems and methodologies with a proven capacity to establish RMEL facilities in hard-to-reach areas capable of understanding and responding to local needs. To deliver the forthcoming phase of BPSP, Integrity will deploy a well calibrated mix of international and local personnel that is able to ensure a robust approach to conflict sensitivity, gender mainstreaming, inclusivity, and monitoring, evaluation and learning in line with CSSF expectations. The conflict-sensitive evidence produced by Integrity under a previous CSSF funded governance programme in Syria subsequently led to the programme receiving an A++ DFID rating.

Transition Plan and Timetable for Mobilisation

Siren has already identified a programme team, ready to be fully mobilised within four weeks of contract award, and will deliver an inception report within this period covering all FCO stated requirements. Siren's current team will be complimented by additional Siren and Integrity expertise. All key roles have been provisionally appointed, with personnel available from 1st August. Siren will draw on experts currently deployed in Jordan as part of ongoing community policing reform projects, redeployed to Lebanon for the present programme. All personnel deployed on the programme will partake in Siren's four-day pre-deployment training, providing staff with a shared understanding of the context, the theory of change, the management approach, monitoring and evaluation procedures, conflict and gender sensitivity plan, as well as safeguarding, whistleblowing, duty of care procedures, and HEAT training. This additional training will take place in the programme inception period. Seven key personnel have already participated in pre-deployment training.

Siren, as the current implementer of the CSSF programme supporting the ISF, has ongoing activity that will be continued and expanded upon contract award. Siren has also leveraged its localised position and relationship with the ISF to scope and agree a number of major activities that could commence on 1st August. Siren would therefore adopt a tiered approach to mobilisation: Procurement processes related to previously scoped outputs (primarily focused on Beirut) would be activated immediately, with concurrent activity taking place to scope additional outputs outlined in the methodology (including the expansion to Tripoli). **This approach would ensure that Siren can meet the 85% spend by December 2019.**

Siren and Integrity have the shared corporate capacity to support a smooth and effective transition. Both are registered in Lebanon. In addition to current project offices in Beirut (with rent agreements for current programme offices in Siren's name) and Jordan, Siren maintains its operational headquarters in Beirut, separately accommodated. The Beirut headquarters is responsible for managing Siren's portfolio across its programmes in the Middle East, including previous and ongoing projects with HMG, the Government of Canada, the Dutch Ministry of Foreign Affairs, the United States Government, and DCAF. Support functions, comprising finance, human resource management, ICT systems and security, strategic communications, procurement, compliance, research and development, business development, and logistics are based out of Siren's Beirut headquarters. Legal and accountancy services are provided by Siren's Belfast office. Siren has a well-established reputation for careful financial management and planning in terms of cost-base and income projection, ensuring adequate financial reserves for current and potential projects. Integrity will provide additional support out of its London headquarters and Amman regional offices. **Siren is therefore capable of immediate take-over of deployment and backstopping responsibilities upon contract award.**