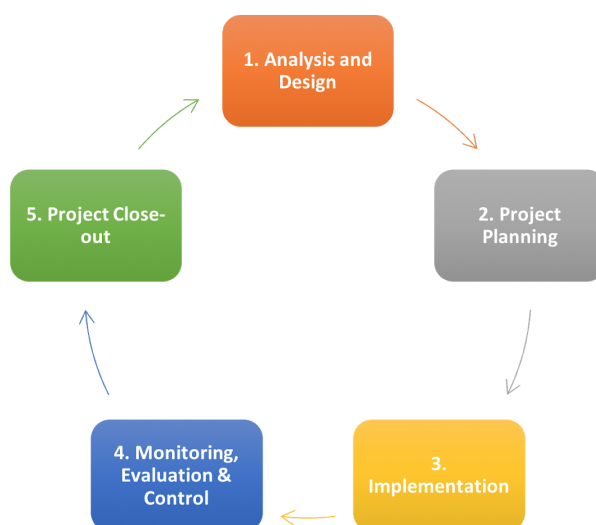


### Key principles of project and programme management

Siren has a strong track record of delivering impact, resulting from our commitment to thorough project and programme management. Siren draws on recognised HMG best practice for project and programme management, as outlined in the Siren Project Management Guide (2018), which has been tailored to fragile and conflict affected countries. Siren's principles emphasize our collaborative and client centred approach, ensuring high quality project delivery and maximum impact. We take a comprehensive view of impact, including value for money, responsiveness to real beneficiary needs, and sustainability. The quality of our flexible and adaptive project management approach has been acknowledged in a CSSF end-of-project review commissioned by the British Embassy Amman in 2017. In it, our Jordan Policing Support Programme (JPOL) was upheld as 'an example of good, flexible, innovative and effective programming'<sup>1</sup>. The impact of our British Policing Support Programme (BPSP) in Lebanon was graded A by the CSSF annual project review in 2017. The 2018 ICAI report into CSSF spending also commended Siren's holistic approach to training of community police in Jordan, recognizing the unique impact of our delivery approach complimenting training with mentoring, institutional reforms, standard operating procedures, infrastructure and equipment<sup>2</sup>.

### The Project Cycle

The Siren project cycle is divided into five phases. The phases ensure consistency of quality across Siren projects through a systematic approach to project design, implementation and review. The project cycle is iterative, in that Siren is constantly learning from its past and current projects to inform the design of future projects, as well as to inform the analysis of context, problems and stakeholders.



### Theory of Change

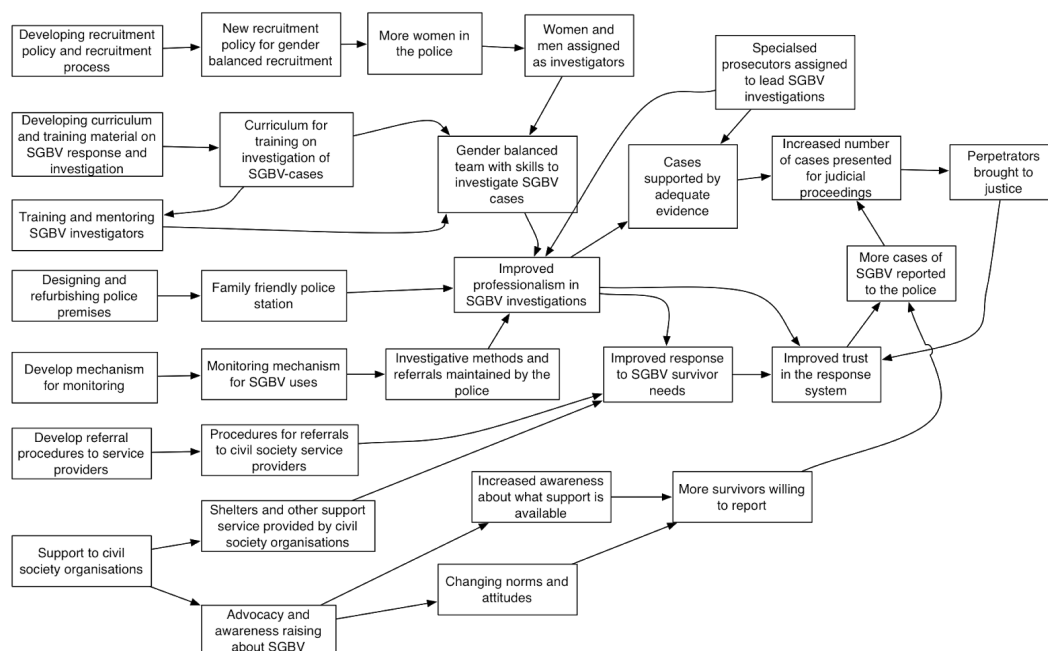
Siren develops a theory of change (ToC) for each project during the **analysis and design** phase. The ToC serves to map the process of change for a particular intervention. As noted in the HMG 'Planning for Conflict and Stabilization Interventions', the ToC outlines the desired impact of an intervention, the required inputs and outputs, the assumptions underpinning the intervention, relationships with other actors and major risks<sup>3</sup>. At Siren, we begin the articulation of a ToC with a problem and context analysis that is gender and conflict sensitive, using tools such as the PESTLES framework, conflict sensitivity checklist and power-influence matrix. In addition, Siren consults with relevant organisations who can articulate needs and concerns from a gender perspective to deepen our gender analysis. This analysis helps us develop a change pathway, illustrating how activities are expected to result in positive change. Assumptions underpinning a project are always explicitly stated, and continuous **monitoring, evaluation and control**, as outlined below, enables us to monitor any changes to our pathway, helping Siren reflect on any changes and adapt interventions according to project needs.

<sup>1</sup> Jordan Policing Project: *End of Project Review*, 2017, p6

<sup>2</sup> Independent Commission for Aid Impact 'The Conflict, Stability and Security Fund's Aid Spending, A Performance Review', March 2018 p24

<sup>3</sup> HMG 'What Works Series': 'Planning for Conflict and Stabilization Interventions', October 2014, p43

**Figure 1:** A Siren Theory of change pathway, developed for a project bid to address access to justice for domestic violence victims in Lebanon



### Gender and conflict sensitivity

Siren shares the UK's commitment to gender sensitivity outlined in the UK National Action Plan on Women, Peace & Security 2018-2022 and the Gender Equality Act 2014. We integrate gender sensitivity **throughout the project cycle**. During the analysis phase, we develop an understanding of how our programme addresses gender equality, building gender sensitivity into our theory of change, logframes and indicators. For example, **in the inception phase of the CSSF-funded Jordan Security Sector Project (JSSP), our Gender Assessment Report analysed gender specific security needs amongst target communities**. Our monitoring and evaluation process disaggregates data by gender and includes gender-sensitive indicators. 50% of our Board of Directors are women, along with 56% of our core team. Siren understands conflict sensitivity to be the process of minimizing harm and maximising our contribution to peace across all our work, and implements programmes according to guidelines set out by HMG in the Conflict Sensitivity Tools and Guidance. **Our commitment to local staff, who make up 66% of our core team in Lebanon and 50% in Jordan, ensures we are able to manage local sensitivities**. Our staff enable us to conduct thorough analyses on the ground and to develop close engagement with key stakeholders and strong feedback loops with beneficiaries.

### Monitoring, Evaluation and Control

While referred to as a distinct phase of the project cycle, Monitoring, Evaluation and Control (M, E & C) happens **throughout the project cycle**. A detailed M, E & C framework is established during the project planning phase, and applied throughout implementation. Robust M, E & C ensures that outcomes are achieved and paves the way for project close-out, during which contracts are closed out, finance and narrative reporting completed, project documents archived, and lessons learned documented to inform future programming for Siren and HMG. Siren's approach to M, E & C is based on the principles of Results Based Management (RBM). It builds on the ToC and the project logframe with a focus on achieving intended outcomes. In addition to tracking budget spending, activity implementation and whether outputs are being achieved on time, RBM assesses whether the intended change is being achieved through the monitoring of outcome and impact indicators. It also tracks resource allocation and remedial actions. Equally important is to monitor any unintended consequences or risks of 'doing harm'. The information collected is used to learn lessons and respond in a timely way to improve performance and avoid harm. The M, E & C process is built into the Siren governance structure. Project Management Teams (PMTs) meet weekly to review project progress and identify issues and risks that need to be resolved. They are supported by the M, E & C Officer who analyses and compiles reports for the monthly Siren Board meeting. **In 2016, Siren's JPOL results chain was used as an example of good practice in written evidence for a parliamentary committee on CSSF impact<sup>4</sup>.**

<sup>4</sup> Written evidence submitted by HM Government (CSS0019), 14 September 2016

Our M, E & C system is gender and conflict sensitive. Recognising the ‘particular challenges’ of M, E & C in stabilisation environments, Siren ensures our indicators are reviewed by context experts<sup>5</sup>. We integrate gender sensitive data to examine how projects affect women, men, girls and boys. Evidence-based gender sensitisation for design is built into our M, E & C frameworks. **In Jordan, during the implementation of JPOL, baseline and follow-up public perception surveys in Azraq and Za’atari refugee camps disaggregated data by gender, identifying gender issues and incorporating solutions into project planning, eg. ensuring community police stations were more welcoming to women by developing family friendly rooms.** In addition to our own monitoring, we encourage third party reviews of our impact by HMG, to ensure lessons are being learnt both for Siren, and for HMG and the CSSF, recognising the need outlined in the recent ICAI report to synthesise learning across CSSF programming.<sup>6</sup>

**Integrating Learnings.** As a direct result of lessons learned over time, Siren developed its own **pre-deployment training**. This bespoke 4-day residential programme is designed to ensure technical experts become effective advisors, who adhere to HMG and CSSF guidance. It provides training on all elements of project management, on conflict and gender sensitivity, safeguarding and whistleblowing. The impact of the pre-deployment training on **implementation** is significant, as evidenced through our **M, E & C**. As a result, pre-deployment training is now built into our **analysis and design** and **project planning** phases, to mitigate risks and ensure maximum impact.

### Risk management

Siren consider risks according to the six categories of the DFID Smart Rules<sup>7</sup>: context, delivery, safeguarding, operational, fiduciary and reputational. The **analysis and design** phase of the project cycle includes risk identification and assessment by studying the internal situation in the host country, its stability and its human rights situation in order to identify political and/or reputational risks associated with the proposed project. A risk register is established as part of the **project planning** phase, clearly establishing risk ownership, and is monitored and managed throughout the **implementation** of the project as part of the **M, E & C** process. Risk registers and issue logs are reviewed weekly by the Project Managers. Issues and risks that are beyond the tolerances of the Project Manager are elevated to the Board for mitigation and management, and lessons are learned from experiences to strengthen future efforts at risk mitigation. Siren builds close relationships with a broad range of key stakeholders in contexts where we implement programs as part of our risk mitigation strategy, and **designates an internal OSJA lead** for all projects to conduct risk assessments, identification, mitigation and strengthening according to the OSJA procedure<sup>8</sup>.

### Financial control and reporting

Siren’s financial control and reporting processes are employed throughout the **project implementation** phase. They ensure we deliver effective value for money and maintain compliance against our activity based budgets throughout the project period. We have robust systems of financial oversight, tightly delegated authorities for expenditure, as well as routine and surprise management inspections in order to ensure financial integrity. We develop activity-based budgets that align results with resources for all our projects, managed by a designated budget holder, working to our finance manager, who conducts regular checks and monitors progress against the activity-based budget, updating it where necessary. All material payments are subject to the submission of an invoice to the budget holder. He/she ensures the invoice is correct and that the equipment or service has been provided to the satisfaction of the project management team (Project Manager). He/she then sends the invoice to London, who, before payment, forwards the invoice to the SRO, who checks the invoice against the activity based budget, before signing off for payment. All invoices and receipts are retained and logged against line items in the Activity Based Budget.

<sup>5</sup> DFID, *Stabilisation Issues Note: Monitoring and Evaluation*, p1

<sup>6</sup> Independent Commission for Aid Impact, *The Conflict, Stability and Security Fund’s aid spending: A Performance Review*, March 2018. Page iv notes that ‘the CSSF should synthesise the evidence on what works in its most important programme areas, both from its own experience and from the literature’

<sup>7</sup> DFID Smart Rules Version IX: effective 1 st April 2018 until 1st October 2018,

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/699425/Smart-Rules-External-April18.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/699425/Smart-Rules-External-April18.pdf) p18

<sup>8</sup> HMG, *Overseas Security and Justice Assistance (OSJA): Human Rights Guidance*, 2017,

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/583304/OSJA\\_Guidance\\_2017.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/583304/OSJA_Guidance_2017.pdf)