

*Third part of a series of publications that will expose interference of Her Majesty's Government in internal affairs of various countries around the world.*

Greetings! We are Anonymous.

In our previous publication we promised to reveal some extremely sensitive documents that would highlight the paths the British agents had taken to infiltrate the intelligence and security agencies of Lebanon.

<https://telegra.ph/OP-HMG-Trojan-Horse-Part-2-Infiltrating-Lebanon-12-11>  
(<https://telegra.ph/OP-HMG-Trojan-Horse-Part-2-Infiltrating-Lebanon-12-11>)

<https://telegra.ph/OP-HMG-Trojan-Horse-Part-2-Infiltrating-Lebanon-II-12-11>  
(<https://telegra.ph/OP-HMG-Trojan-Horse-Part-2-Infiltrating-Lebanon-II-12-11>)

We also promised to tell you who had helped them and which tradecraft employed those handlers. But most importantly we promised to expose the British assets serving as Lebanon's senior and middle ranking security and intelligence officers.

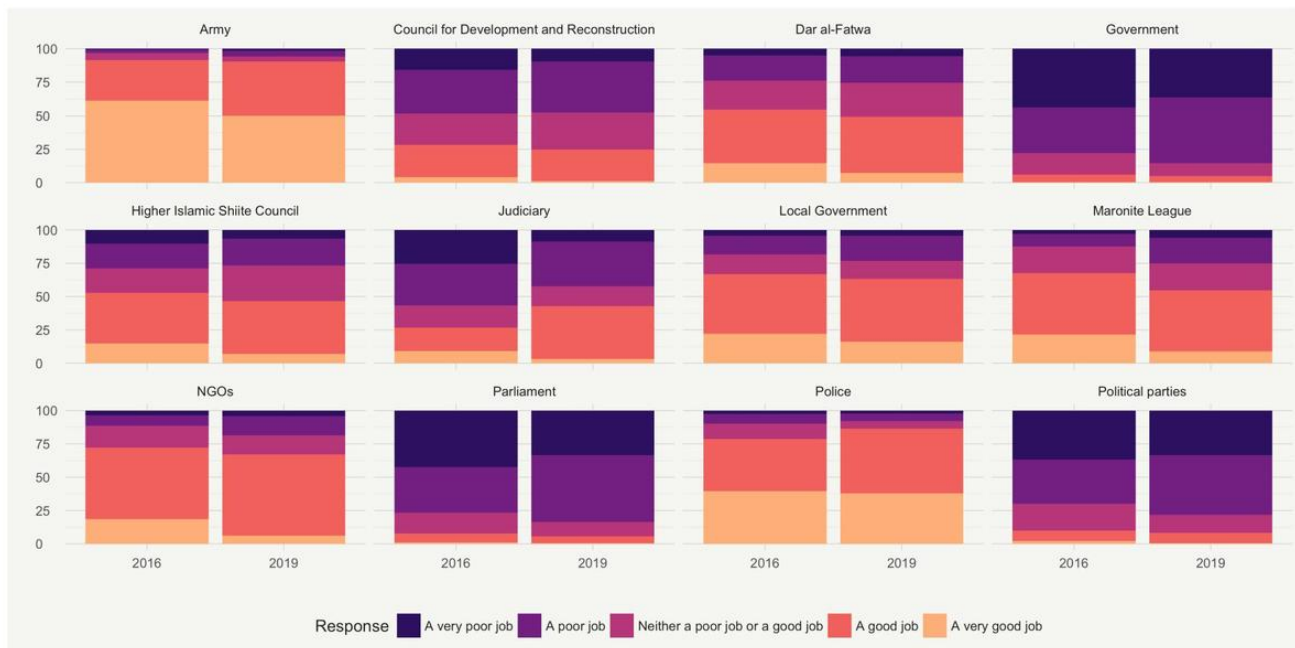
To avoid any bloodshed, we gave HMG some time to evacuate its agents who will be judged traitors by the ordinary people of Lebanon. Well, now it's time for us to fulfill our promise.

Before we show you the files, we would like to remind you of the fascinating document titled 'An Updated Understanding of the Communications Landscape in Lebanon'. It was prepared by the intelligence cutout ARK headed by ex-MI6 officer Alistair Harris.

If you examined the document closely, you surely noticed a remarkable fact, namely that the Lebanese value their security services for the outstanding job they are doing.

While in each focus group, some participants described the threat of 'sleeping cells', the consensus amongst respondents was that the security situation in Lebanon had improved over the previous two years. This was primarily attributed to the defeat of the Islamic State and its presence in Lebanon. The Lebanese Armed Forces (LAF), and specifically its intelligence directorate, were seen as effective in combatting the threat of terrorism. In the words of one focus group participant in Jdeideh, 'What we really like is that, in Lebanon, we have the strongest intelligence service [*mokhabarat*]'. Other security services, such as the Internal Security Forces (ISF) and the Directorate of General Security (DGS), were seen as having improved in capability and in professionalism—and playing a role in combatting the threat of crime and terrorism, albeit to a lesser extent than the LAF.

**Figure 4:** Assessment of performance of Lebanese government institutions



But if Lebanon's security services are so efficient and the threat to the people has been so greatly reduced over the past three years, then why are the British allocating so much money (*you can find the exact numbers below*) for their reform?

There's a simple answer to the question. On the one hand, it's quite convenient to take under control a smoothly running and efficient mechanism. On the other hand, it is a perfect scenario for HMG to act covertly because the Lebanese respect their security services and dislike the British.

And of course, it's vitally important to nip in the bud any kind of security services' resistance to the forceful democratisation of their country. After all, to colonise a country one needs to engage state security actors of considerable weight.

There was a private supplier event in London in April 2019, where bidders had to sign a non-disclosure agreement to learn about new HMG programmes aimed at further consolidating the British influence on Lebanon's security services and armed forces, i.e. a concealed part of the Lebanon operation was presented - Lebanon Security Programme. We exposed every detail of Lebanon Political Reform Programme in our Infiltrating Lebanon publication.

OFFICIAL



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Monday, 8 April 2019

Dear Sir/Madam,

**Lebanon Conflict, Stability and Security Fund Framework Supplier Event**  
**15 April 2019**

The Foreign and Commonwealth Office wishes to invite you to a supplier event on Monday, 15 February 2019. The event will take place in the Anstee Room, The Foreign and Commonwealth Office, King Charles Street, London, SW1A 2AH. The event will provide an opportunity to present the two security projects CSSF Lebanon will be tendering. The event will consist of **a session for each project**, as follows:

**Session 1: Security Programme – Lebanese Armed Forces Project 10:00 -12:00**

- 10.00 Arrival and Coffee
- 10.15 Introduction and Objectives
- 10.30 Presentation on Lebanese Armed Forces National Security Assistance Programme
- 11.00 Commercial Requirements and Timeline
- 11.15 Q&A
- 11.30 Networking
- 12.00 Close



## OFFICIAL

**Session 2: Security Programme – Policing Project 13:00 - 14:45**

13.00 Arrival and Coffee

13.15 Introduction and Objectives

13.30 Presentation on Lebanese Armed Forces National Security Assistance Programme

14.00 Commercial Requirements and Timeline

14.15 Q&A

14.30 Networking

14.45 Close

If you wish to attend please confirm your attendance by no later than **5pm on Thursday, 11 April 2019** by using the messaging function within the project on the BravoSolution procurement portal, **specifying which session you are attending**. Please note that we can only permit a maximum of **1 person to attend per organisation per session**. I would be grateful if you could specify the name and role of the attendee, and whether there are any special access requirements.

Please note that photographic I.D (passport and/or driving license) must be brought with you to reception. You will be met at reception and escorted to the Anstee Room. The dress code is business attire. Mobile phones and electronic devices can be used on FCO premises and only within the areas of the event but not in the corridors. All guests to the FCO are subject to a search.

Please, arrive at reception as per the timing above depending on which session you are attending. If you have any further questions please use the messaging function in the Bravo Solution portal as above.

*Yours faithfully,*

Kate Christie

Kate Christie (Deputy Head of Lebanon CSSF Programme)

Invitation to the supplier event:

<https://www.pdf-archive.com/2021/01/03/190425-lebanon-supplier-event-invitation/190425-lebanon-supplier-event-invitation.pdf> (<https://www.pdf-archive.com/2021/01/03/190425-lebanon-supplier-event-invitation/190425-lebanon-supplier-event-invitation.pdf>)

## FCO's Expression of Interest:



Foreign &  
Commonwealth  
Office

Expression of Interest  
(Eol)

<b>Framework Agreement for:</b>	<b>CONFLICT, STABILITY &amp; SECURITY FUND (CSSF) FRAMEWORK 2018</b>
<b>Reference Number:</b>	<b>CPG/2350/2018</b>
<b>Call-Off Title:</b>	<b>CSSF Lebanon: Lebanese Armed Forces National Security Assistance Programme</b>
<b>Call-Off Reference:</b>	
<b>BRAVOSolution / Jaggaer Reference:</b>	<b>Project_2341 PQQ_722</b>

## Summary of Requirements

<p><b>Purpose</b></p> <p>This document is to notify suppliers on the CSSF 2018 Framework of upcoming potential requirements and to establish levels of competence and interest among suppliers.</p>
<p><b>Project Title : CSSF Lebanon: Lebanese Armed Forces – National Security Assistance Programme</b></p>
<p><b>Objectives of Project</b></p> <p>The potential forthcoming Tender under consideration includes the provision of 'Train &amp; Mentor' type interventions in support of Border Security and Internal Security, delivered at a significant scale, in Lebanon.</p>
<p><b>Summary of Requirements</b></p> <p>The UK Government wishes to implement a security project in Lebanon. Implementing organisations should express their interest by providing a written submission of <b>no more than 3 pages</b> describing:</p> <ol style="list-style-type: none"> <li>1. Specific examples of your organisation's experience in implementing: <ul style="list-style-type: none"> <li>• Military-led border security projects in the Near East conflict zone (or similar context). Please include details of: the budget and the donor, the duration and location of the project, the role of your organisation in the design and management of the project, the nature and scale of any training provided; the nature and scale of any equipment provided; and measures of effect delivered.</li> <li>• Military-led internal security training projects in the Near East region (or similar context). Please include details of: the budget and the donor, the duration and location of the project, the role of your organisation in the design and management of the project, the nature and scale of any training provided; the nature and scale of any equipment provided; and measures of effect delivered</li> </ul> </li> <li>2. A statement, with supporting evidence, of the current readiness and capability of your organisation to undertake similar activities in the near future in Lebanon. Organisations must have offices registered in Lebanon or undertake to have such offices and registration by the commencement of the project.</li> <li>3. Please provide details of three previously executed Contracts from either, or both, the public or private sector, that are relevant to this call for Expressions of Interest. These Contracts should have been executed during the past three years. Please also provide a contact for the Contracting Authority for these contracts. The contact should be prepared to confirm in writing to the FCO the accuracy of the information provided in the Expression of Interest.</li> </ol> <p>In accordance with the terms of the CSSF Framework Agreement, the Authority reserves the right to exclude any supplier from participating in the Tender process if insufficient evidence is provided to demonstrate that the supplier has the required capability as set out above.</p>
<p><b>Outputs/deliverables (if known)</b></p> <p>More information on the intended outputs and deliverables of the British Policing Support Programme will be provided at the market engagement event on Monday 15 April 2019. Suppliers interested in attending should send the names of one representative only using the Bravo messaging functionality no later than Thursday 11 April 2019 at 12:00.</p>
<p><b>Estimated Programme Spend (inc VAT)</b></p> <p>Up to £ 20m, with a budget for FY1920 estimated at up to £5m.</p> <p>Bids exceeding £ 20m over 32 months will not be considered.</p>
<p><b>Key dates</b></p> <p>The likely date of the ITT will be <b>Wednesday, 1 May 2019</b>.</p> <p>The contract will be for <b>32 months, coming into effect in August 2019 (tentative) and ending on 31 March 2022</b>. There will be a break clause at the end of each financial year with future funding subject to UK Government objectives and successful performance delivery.</p> <p>The Authority reserves the right to terminate any multi-year agreement at the end of each United Kingdom financial year if:</p> <ol style="list-style-type: none"> <li>1. The supplier's performance is not deemed satisfactory;</li> <li>2. The intervention is considered not to be meeting current HMG objectives; or,</li> <li>3. The funds available to the Lebanon CSSF programme are no longer sufficient to continue financing the project.</li> </ol>

<https://www.pdf-archive.com/2021/01/03/pqq722-cssf-lebanon-laf-nsap---expression-of-interest/pqq722-cssf-lebanon-laf-nsap---expression-of-interest.pdf> (https://www.pdf-archive.com/2021/01/03/pqq722-cssf-lebanon-laf-nsap---expression-of-interest/pqq722-cssf-

lebanon-laf-nsap---expression-of-interest.pdf)

Entry points for security projects are defined in separate CSSF assignments:

#### Outputs/deliverables (if known)

It is anticipated that the project will work in the following areas:

- The expert will focus on current measures and capability used to intercept, identify and process persons of interest as they cross borders into and out of Lebanon. They may wish to use the relevant criteria outlined in UNCSR on FTFs (border security and information sharing).
- This will include at the legal border crossings into Lebanon from Syria, the airport and Tripoli sea port – which will require close work with General Security. In addition the expert will work with LAF Land Border Regiments and the LAF Military Police to review resilience of the land border. To a lesser extent this project will also involve work with the Internal Security Forces (ISF).

This will include:

- o Assessment of resilience of land border to low level infiltration – e.g. border patrols, checks and suspect handling. Identification and disruption of transit routes.
- o Assessment of screening processes and document checks at the legal borders.
- o Review of available information and databases – e.g. blacklists, biometric – with an assessment of the quality of information, and how suspects are checked against this.
- o Sharing of information, including on key databases, between the security services.
- o Handling of suspects once apprehended, including transfer and coordination between different security forces and into the wider CT/criminal system.
- o Strategic level coordination between the security forces on policies and strategies to support integrated border management, particularly between the LAF and GS.
- o Coordination – including overlap, burden sharing and areas of alignment - between key international partners and flagship projects.
- o Understanding of how to implement effective border management while respecting refugee protection issues.
- o Methods to ensure the most useful integration of the UK-funded ISF biometric database into wider border management.
- The expert will, at the end of the assessment, be expected to produce a final report. They will also be expected to produce a series of recommendations for tangible improvements. More details included under 'deliverables' below.

#### Estimated Programme Spend (inc VAT)

Bids will be invited not exceeding the following:

- £170,000 for year one (UK FY 2018/2019)

#### Key dates

The contract will be for seven months, coming into effect in **September 2018**.

The Authority reserves the right to terminate any multi-year agreement at the end of each United Kingdom financial year if:

CSSF Lebanon Expression of Interest:

<https://www.pdf-archive.com/2021/01/03/pqq-612-expression-of-interest/pqq-612-expression-of-interest.pdf> (<https://www.pdf-archive.com/2021/01/03/pqq-612-expression-of-interest/pqq-612-expression-of-interest.pdf>)

After that HMG issued a tender to 'support' Lebanon's Police and Internal Security Forces.

## **UNCLASSIFIED**

### **ITT3093 ATTACHMENT 02 - STATEMENT OF REQUIREMENTS**

#### **CSSF LEBANON: BRITISH POLICING SUPPORT PROGRAMME (BPSP)**

##### **Introduction**

Lebanon continues to be a critical contributor to regional stability. The conflict in neighbouring Syria has entered a new phase, with mounting pressures resulting from the protracted hosting in Lebanon of 1.5m refugees. The international community recognises that failure to support Lebanon in its ongoing efforts to reinforce its territorial integrity, and to preserve internal and external security, could lead to the spread of instability across Lebanon itself, with significant humanitarian consequences. The development of effective and legitimate state security institutions represents a key element in Lebanon's overall long-term development and stability.

The ISF is Lebanon's primary policing institution and bears the legal responsibility for maintaining internal security across Lebanon. In addition to combating general crime, and safeguarding public safety and enforcing the rule of law, the ISF deals with security challenges from terrorism, criminal violence, sectarian and Lebanese-refugee tensions, and public order.

The UK's long-standing support to the Internal Security Forces has contributed to the improvement of professionalism, integrity, respect for Human Rights, and improved public perceptions, allowing the Internal Security Forces to better deliver internal security including through gradual evolution towards a public service model.

HMG is embarking on a new phase of support to the Lebanese security sector including to the ISF, building on past support, and aimed at further developing and institutionalising ISF capabilities for effective delivery of internal security and policing services for communities.

##### **Objective**

The objective of this contract is to further develop the strategic and operational capabilities of the Internal Security Forces to better deliver effective and accountable policing services with enhanced coordination with other security institutions.

The key result of the Programme is a more trusted Internal Security Forces enhancing public safety and better managing intercommunal tensions and other security challenges.

##### **Recipient**

The direct beneficiaries of this Programme are the Internal Security Forces and the State of Lebanon.



The indirect beneficiaries are communities in Lebanon.

### **Scope**

The Implementing Partner will be required to locate its Programme Delivery Team in Lebanon, and to deliver the Programme in close partnership with the Beneficiary, and the British Embassy Beirut.

## **UNCLASSIFIED**

Again, we can see nice words just like in those programmes on the youth, women and garbage collection. Direct beneficiaries are said to be the Internal Security Forces (ISF) and the State of Lebanon. Well, are they?

### **Budget**

Up to £ 15 m with a first year budget for up to £ 4m – pending availability of funds.

Suppliers are expected to outline and justify their budget demonstrating value for money and experience in delivering at a similar scale and expertise within their delivery team.

Proposals should be in British Pound Sterling (GBP) and the successful supplier will be required to report and receive payment in GBP.

Please note that the FCO policy places the risk of exchange rate fluctuations on the supplier, who will be expected to absorb the impact of these within and across their contracts

### **Timeframe**

The implementing partner is expected to start the works on the 1<sup>st</sup> of August 2019 and complete the contract in 31 March 2022. The project will begin with a 5 weeks inception phase followed by 32 months of implementation phase and finally 1 month closure phase.

HMG allocated 19 million GBP just to help Lebanon? It's outright ridiculous. In fact, it's no laughing matter. If politicians from London decide to go to such expenses, it means they expect maximum effective output for the British interests.

### **Statement of Requirements:**

<https://www.pdf-archive.com/2021/01/03/itt3093---attachment-02---statement-of-requirements/itt3093---attachment-02---statement-of-requirements.pdf> (<https://www.pdf-archive.com/2021/01/03/itt3093---attachment-02---statement-of-requirements/itt3093---attachment-02---statement-of-requirements.pdf>)

Among the suppliers you can find companies that we have already exposed as well as some previously unknown yet not less intriguing bidders.

### **Meet Siren Associates.**

In consortium with ARK it was engaged in undermining political situation in several countries. So, the two firms know each other quite well. Moreover, when Siren won the bid on Lebanon, a well-known handler from the White Helmets Sarah Le Mesurier (nee Tosh), wife of the

deceased James Le Mesurier was transferred from ARK to Siren.



[ABOUT US](#) [SCHOLARSHIP](#) [OPPORTUNITIES](#) [PROCUREMENT](#) [CONTACT](#)

#### Sarah Le Mesurier

Programme and Corporate Development Manager



Sarah Le Mesurier is Siren's Programme and Corporate Development Manager. She worked on a range of programming across the MENA region prior to joining Siren, and has held senior management roles in think tanks, government implementers, and the commercial sector, always with a focus on security and stabilisation.

For the past 15 years, her focus has been looking at innovative ways to solve old problems. She works with Siren's programme teams, tech developers and clients to design effective, sustainable projects and incubate new ideas coming from local communities.

## Sarah Le Mesurier

Country Manager

Geneva, Geneva, Switzerland · 500+ connections · [Contact info](#)



GCERF (Global Community Engagement and Resilience...)

### About

Sarah has worked extensively in conflict and post-conflict environments.

### Activity

931 followers



**Looking forward to reading this!**

Sarah commented

[See all activity](#)

### Experience



#### Portfolio Management Unit

GCERF (Global Community Engagement and Resilience Fund)

Jul 2020 – Present · 6 mos



#### Programme and Corporate Development Manager

Siren Associates · Full-time

Feb 2020 – Jul 2020 · 6 mos



#### ARK Group DMCC

6 yrs 4 mos



#### Project Director

Jun 2019 – Feb 2020 · 9 mos

Sarah Le Mesurier was transferred to Siren Associates after the company won the FCO tender to make sure the operations in Lebanon get the benefit of her previous experience in Syria. You won't find her CV in Siren's bid, since it was prepared before her transfer. Yet, we remember everything and won't allow anyone to lead us astray.

Here is the answer why Lebanon's security services do nothing about the British interference:

### 1.2.7 Relationship Management Strategy

Siren has over ten years of experience ensuring ISF buy-in and ownership of difficult change management processes. Siren, utilizing well-established relationships developed during previous and current programme delivery, conducted significant consultations across the ISF and broader security sector in order to ensure outputs are aligned with ISF needs and are supported by ISF council of command members (ISF senior command) – **outputs included in this project therefore already enjoy the buy-in and support of relevant senior command (see page 3).**

Drawing on experience implementing major policing change programmes in the Middle East, Siren recognizes that change management is most effectively achieved through a combination of formal communication mechanisms, coupled with long-term, day-to-day, dedicated mentorship and technical assistance to ensure responsiveness to beneficiary needs. Siren has therefore articulated the following relationship management objectives and activities across the three phases of the programme:

Formal Communication Mechanisms to Ensure Buy-in & Ownership Across Phases of the Programme	Day-to-day Relationship Management to Resolve Issues & Respond Effectively to Beneficiary Needs
<p><b>Inception Phase Objective:</b> Clear contracting and joint buy-in between Siren delivery team, HMG, ISF Senior Command, and ISF project managers.</p> <p><b>Memorandum of Understanding (MoU),</b> agreed between UK Ambassador to Lebanon and the MoIM, outlining the key objectives and deliverables of the Programme Delivery Plan and providing political support to the programme.</p> <p><b>Strategic Programme Management Committee (SPMC),</b> established as part of the MoU, co-chaired by the ISF Director General and the UK Ambassador (in line with current programme arrangements). Siren will also assist the ISF in establishing and facilitating a Steering Group on Roll-Out of Community Policing to ensure alignment around model standards given (Section 1.2.5).</p> <p><b>Senior command consultations,</b> to agree broad objectives and outputs across work areas.</p> <p><b>Establish Joint ISF/Siren Project Implementation Teams (PITs),</b> to develop detailed joint workplans.</p>	<p><b>Objective:</b> To quality assure delivery from the beneficiary perspective, identifying and resolving any issues in a timely manner to mitigate risk of low buy-in or resistance.</p> <p><b>Iterative, Long-Term, In-Country Support:</b> Day-to-day on-sight consultations will remain the primary responsibility of the Core Programme Management and Delivery Team, with proven ability to identify and respond to the needs of the beneficiary. Siren prides itself on its trust-based relationships with key interlocutors in the ISF, involving them in decision making about what we are doing and why we are doing it. Formal communication channels are complemented by daily, informal interactions by local personnel that provide Siren with a unique understanding of what works with the ISF and the ability to respond to any issues in a consultative, collaborative manner.</p> <p><b>Support Change Champions to Drive Programme:</b> Change champions, due to their combination of power, integrity, and capacity to drive strategic change, are essential British Embassy Beirut (BEB) and programme allies in delivering the ISF transition from 'force' to 'service'. The recent appointment of Raya Al Hassan as Minister of Interior and Municipalities represents a strategic opportunity given Siren's longstanding relationship with the new minister. Additionally, General Ahmad al-Hajjar, Head of the ISF Academy and the ISF Strategic Planning Team, will remain essential to programme success. Siren will continue to advise and consult both stakeholders on a regular (monthly) basis. A joint BEB/Siren approach, encompassing both the CSSF Security Programme and Police Attaché, is essential to ensure consistent messaging and guarantee that change champions are leveraged for greatest effect within the programme.</p>
<p><b>Implementation Phase Objective:</b> build greater ISF ownership of the change management process while maintaining alignment between beneficiary, client, and supplier.</p> <p><b>Monthly Project Progress Consultations with ISF Project Managers,</b> to provide a forum for discussing achievements and issues and agree next steps in the workplan to maintain collaborative relationships.</p> <p><b>Quarterly SPMC,</b> to facilitate dialogue at a strategic level. Will build shared understanding around the programme, agree any major changes, identify key issues and actions needed to resolve.</p> <p><b>Close Out Phase Objective:</b> Effectively transfer project outputs and agree lessons learnt and recommended next steps to build sustainability of outcomes beyond project close.</p> <p><b>Programme Closure Report &amp; Handover Plan:</b> Reports on each output to be developed by relevant Siren personnel and their ISF counterparts. Reports to include clear documentation of deliverables and outcomes, applicable lessons learnt, relevant annexes of SOPs, and agreed recommendations for next steps.</p> <p><b>Senior Leadership Seminar:</b> Overarching programme lessons learnt and strategic recommendations would be agreed between the Core Programme Delivery Team and ISF senior command, to be included in the Programme Closure Report.</p>	<p><b>Conflict Sensitive Stakeholder Analysis:</b> Stakeholder data will be analysed by the Integrity-led RMEL unit in order to generate data driven, relevant, and up-to-date stakeholder analysis, fed back into the programme relationship management strategy. Stakeholder analysis products will be made available to the UK Embassy Team to ensure alignment between supplier and Embassy Programme team communications.</p>

As you can see the British have adopted two approaches: formal communication mechanisms and informal day-to-day mentorship and assistance. If the informal day-to-day communication shows that key interlocutors of Lebanon's Internal Security Forces (ISF) raise any concerns about some shadowy Brits interfering in their affairs, then those who raise concerns get appeased by the Memorandum of Understanding and the fact that Strategic Programme Management Committee (SPMC) is co-chaired by the ISF Director General and the UK Ambassador. In fact, Minister of Interior and Head of the ISF Academy and the ISF Strategic Planning Team are ***change champions and are essential to programme success*** .



## 1.2.7 Relationship Management



### Process for Identifying and Dealing with Issues as they Arise

The unique relationship developed by Siren with key interlocutors in the ISF enables us to identify any potential issues before they become major blockers to success. Siren then develops a short-term engagement strategy, including further consultations with other relevant officers to identify potential allies, liaising with BEB to align communications (when relevant) and employing a consultative approach to understanding and then responding to the root cause of the issue. This approach was critical in implementing complex activities such as the Command and Control Centre under BPSP.

### Community & Civil Society Relationship Management Strategy

The objective of Siren's community and civil society engagement strategy is to ensure that interventions are inclusive, representative, and maintain conflict sensitivity and avoid exacerbating local tensions. Siren will draw on its database of over 300 civil society actors across various thematic, technical, and geographic areas in Lebanon, including humanitarian organizations, women's and child's rights groups, disability rights organizations, universities, and INGOS. This will ensure broad inclusivity (including women, persons with disabilities, and refugee community representatives) in developing comprehensive responses to potential sectarian conflict and Lebanese/refugee tensions. **Across the programme, community engagement activities planned for Tripoli pose the highest risk of poor inclusivity due to access being highly contingent upon local credibility.** Siren will mitigate this risk by engaging MARCH, a local peacebuilding NGO, as a key local partner in relation to the programme's community engagement activities.

### Justice and Security Institutions Relationship Management Strategy

The objective of Siren's justice and security institutions relationship management strategy is to maintain buy-in to activities that cross-cut the security and justice sector and capitalize on any potential synergies between ongoing and forthcoming projects in the security sector. Key actors will be addressed as follows:

**Lebanese Armed Forces (LAF):** Current Siren projects in Tripoli have allowed us to foster linkages with Army command in Tripoli, with whom MARCH has active community engagement activities. Siren will work closely with the CSSF LAF programme supplier to align programming and benefit from community engagement.

**Municipal Police (MP):** Siren will capitalize on complementarities identified in meetings with Canadian Embassy representatives between this programme and the Canadian-funded UNDP programme in order to enhance MoIM's comprehensive response to safety and security needs. This will include consulting Tripoli Municipal Police when designing community engagement activities.

**Ministry of Justice:** Siren has proven capability to work cross-ministerially: Siren is currently implementing a project that works across the MoIM and Ministry of Justice (MoJ) to pilot an improved registration process for stateless persons and is working directly with the Cases Commission. The Ministry is supportive of initiatives that improve judicial processes; Siren will build on this relationship in the forthcoming programme.

**SSR Implementers:** Siren has begun coordinating with the US Implementation Team regarding their major ISF automation project to ensure that any systems deployed are interoperable with systems developed in the Police of Beirut and that any technological transitions are managed effectively in order to maintain ISF operational capabilities. Siren has and will remain an active participant in relevant donor coordination functions, including the Canadian organized CT Working Group on Prisons. Siren is currently implementing a project on behalf of DCAF in the ISF Public Relations Department and is in discussions with DCAF regarding further support to the Anti-Torture Committee; these synergies can be leveraged with proposed activities within this programme.

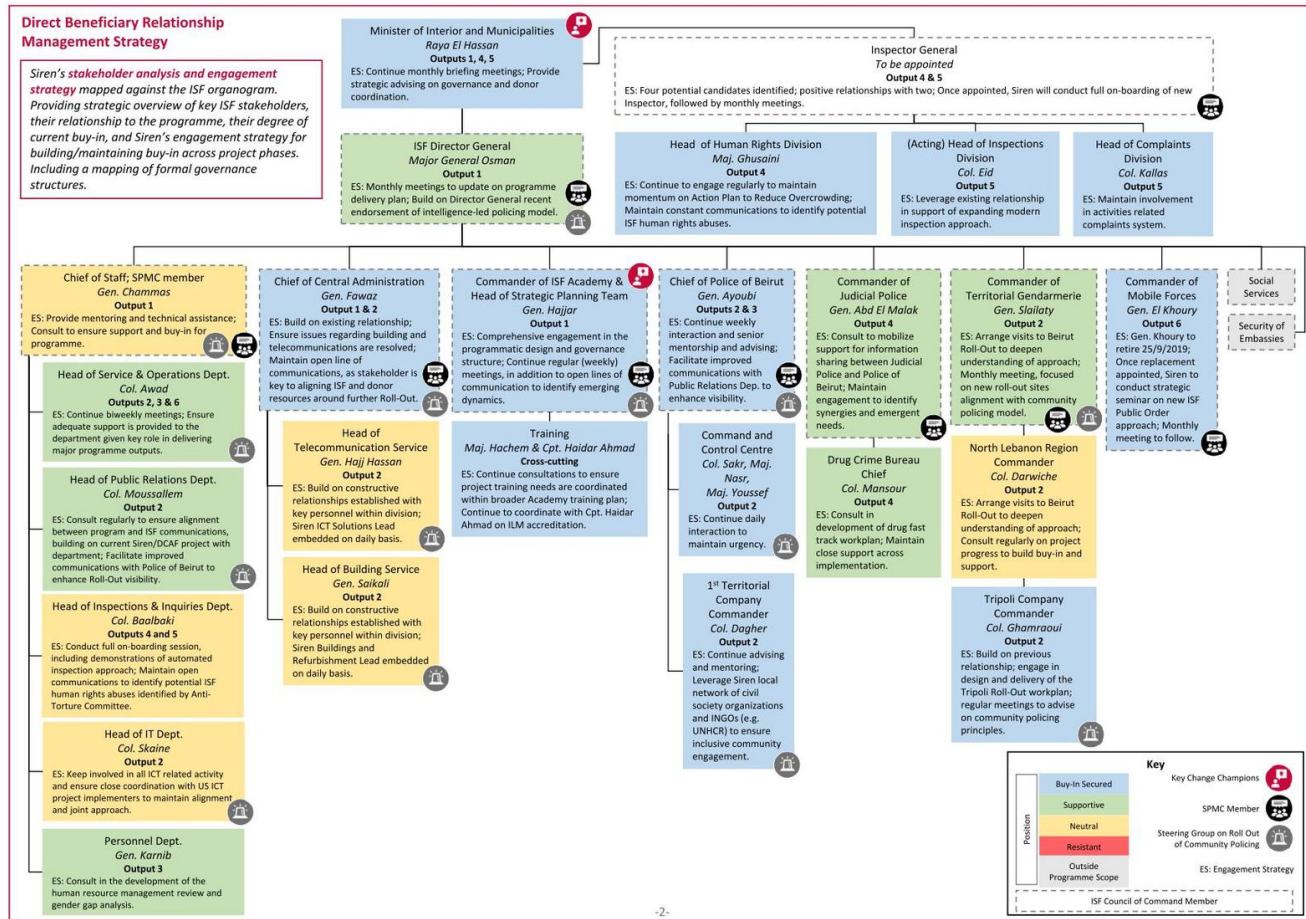
### Monitor Effectiveness and Quality of Relationship Management

The Integrity-led RMEL function, in addition to maintaining an active stakeholder analysis, will monitor the effectiveness and quality of programme relationship management, utilizing a combination of qualitative and quantitative indicators:

Key Performance Indicators	Source of Verification	Frequency of Reporting
% of actions resolved between SPMC meetings	Minutes from meetings	Quarterly
Beneficiary satisfaction with Programme Delivery	Interviews by Operations Manager	Quarterly
# of different civil society organizations involved in community engagement forum meetings	Minutes from meetings	Quarterly

Going deeper down the rabbit hole. Unique relationship with key interlocutors in the ISF enables Brits to identify any potential issues before they become major blockers to success. Smells like treachery at the highest level, doesn't it?

Relations with Army command in Tripoli have been fostered through MARCH, a local NGO. Canadian Embassy helped establish connections with Municipal Police. Siren is also implementing a project that works across the MoIM and Ministry of Justice.



Buy-in secured...engagement strategy... Note that none of the officials mentioned in the diagram is against being involved in HMG's programmes. In fact, most of the high-ranking officers are buy-in secured.

**Buy-in Secured:** Minister of Interior and Municipalities, Head of Human Rights Division, Head of Inspections Division, Head of Complaints Division, Chief of Central Administration, Commander of ISF Academy Head of Strategic Planning Team, Chief of Police of Beirut, Commander of Mobile Forces, Tripoli Company Commander, 1st Territorial Company Commander, as well as Command and Control Centre officers.

**Supportive:** ISF Director, Commander of Judicial Police, Commander of Territorial Gendarmerie, Head of Service Operations Department, Head of Public Relations Department, Head of Personnel Department, Drug Crime Bureau Chief.

**Neutral:** Chief of Staff, Head of Telecommunications Service, Head of Building Service, Head of Inspections Inquires Department, Head of IT Department, North Lebanon Region Commander.

**Resistant:** NO ONE

You ought to read the Engagement Strategy that has a personalised approach to every high-ranking law-enforcement officer.



### 1.2.4 Methodology

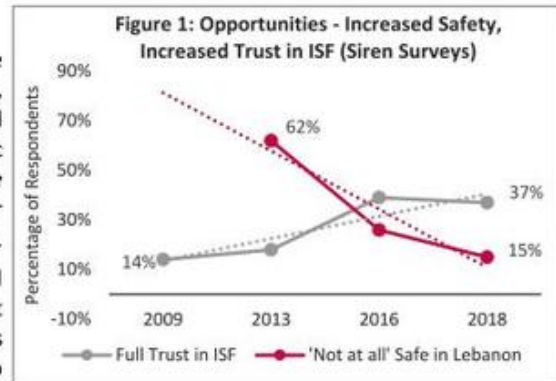
#### Overall Approach

Bringing dynamic, innovative, and evidence-driven solutions to the programme, Siren will help the ISF reshape and rethink its approach to policing, enabling it to enhance public safety, build trust and deliver more effective and accountable policing services. Our proposed methodology builds on ten years of experience as the main technical implementer of HMG assistance to the ISF, making Siren uniquely positioned to help deliver the ISF transition from a police 'force' to a police 'service'. Siren is partnering with Integrity, who bring industry-leading monitoring, evaluation, and learning mechanisms to ensure sustainable impact to security in Lebanon and key expertise on gender and conflict sensitive delivery.

#### Strategic Threats and Opportunities

Lebanon's security situation has improved since the beginning of the Syrian crisis, as the border with Syria has been largely secured by the LAF, internal conflict in Arsal and Tripoli has been mostly neutralised, and iterative nationwide surveys conducted by Siren reveal increased public feelings of safety and security and greater confidence in the ISF (Figure 1). The new government's drive to undertake difficult reforms and major donor commitments under CEDRE provide an opening to embed stability.

Despite the opportunities, key threats remain, including heightened refugee/host tensions, latent sectarian conflict, and the continued threat of terrorism. Civil unrest, catalysed by economic instability, has resurfaced as a possible destabilising factor. As the LAF continues to secure the Lebanese border, the need for a transition to normalised internal security arrangements will become more pressing. These challenges will need to be met within a new political paradigm characterised by government austerity, public hiring freezes, and limited resources. We will support the ISF to capitalise on these opportunities within emerging constraints, providing strategic and operational support to the ISF's transition to a more effective and accountable policing service. Our interventions will be structured around four interconnected outcomes, captured in a programme level theory of change linked to key activities (Figure 2, p.5).



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#### Outcome 1: Ministry of Interior and ISF provide effective governance to ISF strategic transition to a community-security provision oriented policing model

**Threats and Opportunities:** The ISF Strategic Plan 2018-2022, the ISF's inaugural strategy developed with the support of Siren, provides the agreed framework for the ISF's change programme over the next four years. The proposed methodology builds on this opportunity through continued strategic support to the implementation of the ISF Strategic Plan. A joint SWOT analysis with Siren and the head of the ISF Strategic Planning Team (SPT) identified three critical threats:

- **Donor coordination:** The newly appointed Minister of Interior and Municipalities (MoIM) has highlighted poor donor coordination as a major issue. Her vocal commitment to address this presents a significant opportunity.
- **Governance & alignment:** According to SPT metrics, administrative delays are the second most commonly cited reason for delayed implementation of the strategic plan, stemming from poor governance processes and misalignment between the annual strategic planning cycle and key corporate processes (e.g. budgeting).
- **Leadership & management capabilities:** Best practices in leadership and management need to be further embedded in the ISF command structure over the long term.

**Approach:** Karin Delin (Siren), building on previous success assisting the ISF in developing their inaugural Strategic Plan, will continue to provide strategic guidance to the Plan's implementation. Capabilities already established in the ISF SPT will be effectively transferred to the Central Administration and Staff Units (Activity 1). The programme will also extend support to the office of the MoIM; at her request, assistance will target improved donor coordination around key strategic priorities of her office. Continued advising to the minister will be coupled with the deployment of a customised ICT platform capable of providing the minister with real-time visibility on key indicators, project progress, and analytics relevant to her office (Activity 2). Support will enable the ISF and Lebanese government to better align internal capabilities and donor activity with the organisation's efforts to become a more responsive, community-oriented policing service.

#### Outcome 2: ISF responds to the security needs of different communities based on effective strategic and operational capabilities

**Threats and Opportunities:** The ISF, with the support of successive FCO projects implemented by Siren, has developed a community policing model operational across the First Territorial Company in Beirut, supported by a state-of-the-art Command and Control Centre. The success of this model has galvanised additional support from the United States Government, UNDP, and EU. The ISF are now working to roll-out the model: an additional nine police stations are included in Year 2 of the ISF Strategic Plan. Critically, the ISF lack the capacity to effectively manage the roll-out of community policing across Beirut and the rest of Lebanon, threatening continued roll-out. Roll-out that does not address the following threats will result in limited impact on community safety and public trust:



## 1.2.4 Methodology

- **Lack of institutionalised standards.** This includes building standards and technological specifications.
- **All parties must understand the full scope of the community policing model, avoiding a sole focus on construction.** Standard operating procedures, systems and processes, and community engagement policies must be embedded at a strategic level.
- **Poor human resource management:** A recent ISF Strategic Plan progress report found that human resource issues account for 35% of delays in the implementation of the Strategic Plan, recommending 'the ISF develop clear human resource policies' to support community policing. Ensuring more efficient use of personnel is a necessary response to government austerity measures and hiring freezes; community expectations will remain the same despite less ISF officers.

In addition to the need for structural reforms, the ISF must respond to emergent threats, particularly in Tripoli: in a 2018 public survey conducted by Siren, 40% of respondents from the north stated that security has deteriorated in their region. Meanwhile, the potential for further terrorist activity remains high as former combatants from Syria return to Lebanon. Threats will need to be met with limited resources: Tripoli has less than half the per capita manpower than Beirut, with each officer managing three times as much crime.

**Approach:** In recognition of the geopolitical importance of Tripoli to internal security in Lebanon, Siren will spearhead roll-out expansion to Tripoli, implementing a system-wide approach (Activity 6). **Marc Maouad (Siren)**, who has led the community policing roll-out, will drive delivery, taking account of key lessons learnt (Box 3). Adopting recommendations from Siren's Tripoli Security & Policing Assessment, we will establish a Command and Control Centre at Tripoli Territorial Headquarters; collocate and redesign two stations (Bab Ramel and Tal) according to the model policing standards (including disability access and women's facilities); install Fenix™ across all police stations, leveraging the already existing automated case management system technology; and lead 'light touch' refurbishment to six other stations in Tripoli, prioritising detention cells and interrogation rooms. Siren, with established networks and ongoing activity in Tripoli, is uniquely positioned to deliver conflict sensitive community engagement activities, assisting the ISF to develop and deliver a Community Safety Plan with relevant local stakeholders, including Siren's key local partner, MARCH (Box 2). **This approach will allow for the limited resources available to Tripoli Territorial Command to be used effectively to counter threats and respond to community needs within a rights-based framework.**

Siren will also expand current capacities in Beirut to ensure continued and improved responsiveness to community safety needs (Activity 5). Given the demonstrable impact of the Command and Control Centre, ISF ownership of the community policing model in Beirut is now secured across unit command. **Siren is therefore in a position to push for structural changes that transform the way in which Beirut police respond to community needs.** **Carole Alsharabati (Siren)**, Automation and Analysis Lead, will prioritise the introduction of innovative technologies that optimise police deployments tasking and coordination to make best use of existing resources, including an Automatic Number Plate Recognition (ANPR) pilot, enhanced ARCGIS mapping capabilities, and digitally-enabled patrol vehicles and officers. **Ann Collins (Integrity)**, the Human Resource Technical Lead, as part of an overarching human resource review, will provide technical leadership in a pilot restructuring of Police of Beirut current resource deployments against demand, agreed with the Chief of Police of Beirut (Activity 7). And Siren will leverage broad local networks to assist the ISF in delivering inclusive, representative, and conflict sensitive community safety planning at command and territorial level.

**Box 1: Gender Mainstreaming**

Human resource reform must address challenges to the integration of women in the ISF. Siren helped drive the initial recruitment of women in 2011 and their appointment to 30% of posts in the Ras Beirut Pilot Police Project. However, persistent challenges to full integration include re-assignment of women to administrative roles, high attrition rates, discriminatory policies, inadequate facilities, and gender stereotypes that hamper women's control over resources. Despite support for the inclusion of women in the ISF (61% of survey respondents in 2018 thought the presence of women would improve trust in the ISF), no formal plan to address these issues exists. **Kathryn Lockett (Integrity)**, Gender and Conflict Advisor, will deliver a Gender Gap Analysis and Gender Mainstreaming Action Plan that compliments the broader human resource reform output, outlining short, medium, and long-term actions to prepare for women integration and promotion in line with best practice (including the CSSF Gender Note to Suppliers). The Gender Mainstreaming Action Plan will be launched as part of a 'Women in Policing' conference in Lebanon, hosted by the MoIM and incorporating similar initiatives within the Lebanese Municipal Police (UNDP project) as well as regionally, leveraging Siren's ongoing project with women in the Jordanian Gendarmerie (Activity 8).

**Box 2: Conflict Sensitive Community Engagement Strategy**

Building on Siren – MARCH (local NGO with a strong record of peacebuilding programming in Tripoli) research on pathways of radicalisation, Siren prioritises conflict sensitive community engagement in Tripoli to address root drivers of conflict and violent extremism. Through improved community-ISF relations, we will maximise the effect of the programme on peacebuilding:

- **Enhanced capacity to detect and combat violence** through an analysis, tasking, and coordination model successful in Beirut.
- **Community engagement as a preventive mechanism:** Siren will sub-contract MARCH to implement a Young Community Leaders program with vulnerable youth to improve their communication, mediation, problem solving, and leadership skills. They will then lead joint community trust building and safety exercises, undertaken with the ISF, LAF, and municipal police.
- **Addressing economic insecurity as a root cause of violent extremism:** Utilising BEDCO, an HMG supported MARCH initiative focused on job creation and vocational skills for youth, as the construction company for refurbishment works in Tripoli.
- **Addressing detention conditions as a grievance driving radicalisation:** Begin to humanise the pre-trial detention process across the city of Tripoli as a key driver of potential radicalisation towards violent extremism.



## 1.2.4 Methodology

**Addressing long-term sustainability**, Siren will capitalise on previous experience and established relationships to institutionalise the model standards and catalyse further roll-out (**Activity 3**). **Ziad Nasr (Siren)**, lead architect of the Ras Beirut Station and subsequent roll-out, and **Gabriel Khoury (Siren)**, ICT Lead on community policing, will work to ensure relevant standards are embedded; Siren will provide assistance to the Public Relations Department (building on a current Siren project) and Service and Operations Department to enable synergies between strategic, operational, and community engagement outputs (**Activity 4**). Roll-out will be further catalysed and coordinated by the establishment of a Steering Group on Roll-Out of Community Policing.

**Box 3: Siren's Track Record Proves the Value of our Approach and Demonstrates Capacity to Deliver**

**Evidence of impact:** Siren's proposed approach is based on evidence gathered over a decade of programming support to the ISF.

- The Ras Beirut Policing Pilot Project led by Siren resulted in **improved human resource management** (2016 Impact Assessment noted "higher productivity, given that human resources were more adequately used"), **reduced crime** (crime fell by 30% in year 1) and **increased trust in police** (21% in 2013 to 46% in 2017). It also led to **greater inclusivity**, including the first women investigators in the ISF and the **first government facility with full disability access**, demonstrating the value of the model.

Recognising the limitations of a single community policing station (due to crime displacement & lack of control over patrol resources, leading to a recent erosion of increased trust levels), Siren broadened the approach to include the development of a Command and Control Centre enabled by Fenix™, Siren's custom-built incident management and analysis software now operational across the city. The impact of this broader programme provides crucial evidence to inform our methodology:

- More **efficient and effective policing**, with over 50,000 individual and 9,000 vehicle profiles entered in the searchable automated system in 2018, contributing to increased execution of arrest warrants and crime clear-up rates.
- Greater **transparency and accountability**, as failure to execute judicial decisions now results in automatic alerts being forwarded to relevant commanders, creating disincentives for corrupt interference in the judicial process.
- A culture of **performance management and continued professional development**, as the Command and Control Centre now has a quality assurance system in place to monitor investigation reports, identify recurrent issues, and then train, mentor and, if necessary, take remedial action to sustain improvements.
- Improved **human rights compliance**, with real-time data on detention cell occupancy rates.

**Commitment to lessons learned:** Siren is committed to flexible programming and our methodology responds to lessons learnt.

- **Isolated community policing roll-out will have limited impact:** Greater security is best delivered via a combined approach of community policing and a command and control function, enabled by automation. As a result, Siren proposes a multifaceted roll-out approach to Tripoli, centered on a Command and Control Centre with light refurbishment across all stations.
- **Economies of scale:** Restrictions on human resources mean that roll-out should focus on identifying stations that offer potential merger of functions to allow more resources to be allocated against community demands to increase impact. Bab Ramel and Tal Police Stations, based on a combined impact / efficiency assessment, will be relocated to one structure.
- **Knock on impact:** Additional functionality should be considered during any automation effort to induce positive externalities in terms of police accountability, transparency, and human rights compliance. Fenix™ will be rolled-out across all Tripoli stations, with further functionality accounting for women and juvenile custody procedures (see *Outcome 3 Approach*).

**Outcome 3: ISF provides policing that is human rights compliant and accountable to citizens and the rule of law**

**Threats and Opportunities: Overcrowding and detention remains the preeminent threat to human rights in Lebanon.** Occupancy rates in prisons regularly exceed 250%; police station detention occupancy rates have exceeded 600%. Recent deaths in custody threaten to undermine the ISF's transition towards an accountable policing service. Commitments from the ISF and MoIM to address this issue present an opportunity. Siren's Framework for Reducing Overcrowding, commissioned by the British Embassy Beirut (BEB), provides an evidence-base for addressing drivers of overcrowding and improving protection of vulnerable groups:<sup>1</sup>

- Pre-trial detention, which accounts for approximately 65% of all detainees, is the main driver of overcrowding.
- Overcrowding puts women and juveniles at increased risk of human rights violations, as they are detained alongside men, overseen by male staff. The ISF Director General has issued a memo that requires all regions to establish separate detention facilities for women and juveniles; there is a clear opportunity to support this with considerable potential impact.<sup>2</sup>
- Human rights principles are not yet effectively mainstreamed across the ISF, and more must be done to quality assure all training delivery for basic human rights compliance and develop specific competencies around key human rights issues.

There is a strong need to continue to improve accountability and transparency measures. In successive public surveys conducted by Siren, corruption and political interference have remained the key drivers of mistrust in the ISF. Despite efforts to improve citizen reporting mechanisms, public uptake remains low, driven by persistent beliefs that complaints will not be effective.

**Approach:** **Declan O'Brian (Siren)**, who produced the Framework for Reducing Overcrowding and leads on support to the ISF Human Rights Division, will leverage existing ISF capabilities and established relationships across the criminal justice sector to introduce practical interventions that address drivers of overcrowding and deliver positive human rights impact.

<sup>1</sup> The findings and conclusions regarding pretrial detention are further corroborated in an internal Ministry of Justice report by Judge Raja Abi Nadr, Head of the Prisons Directorate: *Pre-Trial Detention in Lebanese Prisons* (2017).

<sup>2</sup> Memo no. 9589 dated 7/2/2018



## 1.2.4 Methodology

At the request of MoIM, Siren will develop a National Action Plan to Reduce Overcrowding (**Activity 9**). This will be underpinned by several pilot projects to reduce delays in the pre-trial detention process, including expanding the Police of Beirut incident management system to the prosecutor's offices, developing a fast-track system for first time drug offenders, and piloting a video-link system between the Roumieh courthouse (already established, not in use) and the Mount Lebanon Justice Palace in order to alleviate ISF resources while ensuring due process for detainees (**Table 1**) (**Activity 10**). We will also assist the ISF in designing a model approach to the management of women and juvenile detainees, implemented in Tripoli as part of broader roll-out (**Activity 11**). Siren will continue to drive human rights mainstreaming in the ISF, supporting Academy quality assurance processes and expanding already-established inspection capabilities and automated tools to the Anti-Torture Committee, maximising value for money (**Activity 12**). Siren, capitalising on the new MoIM demands for greater accountability, will also ensure that the public complaints system is launched and that automation is extended to her offices (**Activity 13**).

**Table 1: Reducing the Burden of Police Escorts to Court via the Introduction of a Video Conferencing Link**

Annual escort missions from Roumieh Prison	=	~ 6,000
Roumieh Prison Escort Section Personnel	=	103
Monthly number of detainees not escorted to court due to lack of staff & vehicles (03/19)	=	221
Percentage of cancelled escort missions due to unavailability of staff and/or vehicles	=	50%

#### Outcome 4: ISF works effectively with other security agencies to counter public safety challenges and respond to security threats

**Threats and Opportunities:** The ISF and other state security actors must address multiple threats to public safety, including the recent increase in public order incidents, clear weaknesses in the ISF's ability to effectively respond, and a lack of joint critical incident planning between the LAF and ISF. There is also a need to respond to the strategic opportunity presented by the LAF securing the northern and eastern border and prepare for the long-term transition of internal security responsibilities to the ISF. **However, given current austerity measures and high pressures on existing ISF resources, this transition cannot focus on replacing LAF deployments with ISF deployments.** Instead, novel approaches to policing, combining community driven safety planning with innovative technologies, must be used.

**Approach:** **Robert Broadhurst (Siren)**, former Metropolitan Police Service Commander, will expand the Public Order Manual of Guidance (developed under the current programme) to include interagency operability with the LAF on critical incidents (**Activity 14**). The BEB, having spearheaded both the LAF efforts to secure the border and ISF's transition, is well positioned to lead efforts at greater optimisation across state security actors. As the longstanding CSSF supplier driving the ISF's transition, Siren is eager to maximise this opportunity alongside BEB. **Jonathan McIvor (Siren)**, who has driven ISF strategic change over the past decade in Lebanon and has military and police experience, will lead the establishment of a joint plan for security optimisation; **General Njeim (Siren)**, former ISF head of Mobile Forces who initiated the current public order workstream, will provide strategic advising. Working closely with senior ISF and LAF representatives, partner suppliers of the CSSF LAF programme, and the BEB, Siren will agree a strategic framework centred on joint approaches for delivering policing differently (**Activity 15**).

#### Monitoring, Evaluation, and Learning

**Sarah Raslan (Integrity)**, Programme RMEL Lead, will design, develop, and deliver research, monitoring, evaluation, and learning (RMEL) facility that ensure conflict sensitive, results-oriented delivery of the programme. Mechanisms will include **clear processes and procedures for the valuation of the effectiveness and efficiency of support delivered to the ISF** and aligned communications plan to share findings with beneficiaries and BEB. An elaborated theory of change and results framework will be delivered in support of the Programme Delivery Plan in the inception phase. Results will be monitored at both the output-level (weekly and monthly) and outcome level (quarterly) against agreed indicators, with structured learning processes built in to the reporting process at the quarterly and annual level in order to ensure adaptive programming in response to success.

**Procedures will also be put in place for the evaluation of community perceptions of trust and public support of the ISF.** Integrity, building on experience measuring major CSSF change programmes in conflict and post-conflict settings, will adopt a multifaceted approach to measuring public perceptions to ensure conflict sensitive, relevant delivery. Integrity will deliver a baseline, followed by quarterly atmospheric reports, which utilise a mixed-method approach combining annual public perception surveys (building on what Siren has already developed) with ongoing qualitative data collection focused on Beirut and Tripoli in order to provide up-to-date conflict analysis, gap analysis, stakeholder mapping, and community perceptions. Data will be presented as highly visual dashboards, facilitating the use of data by BEB, Siren, and the beneficiary in making strategic adaptations to the Programme Delivery Plan within quarterly SPMCs; **further support is available to ensure all survey results are adequately transferred to the ISF and to build surveying, analysis, monitoring and evaluation capabilities within the ISF (applicable to strategic planning and community engagement activities).** The RMEL facility has additional capacity to produce Targeted Thematic Research in support of the programme and BEB priorities, providing a flexible mechanism to quickly explore important topics.

**Kathryn Lockett (Integrity)**, as Gender and Conflict Sensitivity Advisor, **will be ultimately responsible for ensuring conflict sensitivity, gender sensitivity, and inclusivity throughout delivery.** This includes the design and delivery of a conflict sensitivity plan and gender plan, as well as the deployment of context-specific data collection tools within the RMEL framework. Gender-disaggregated data will be collected and key indicators will measure the implementation of conflict and gender sensitivity, ensuring the programme does no harm to any gender group. The RMEL facility will be designed to identify risks associated with conflict and insecurity and help the wider BPSP delivery team design programme interventions that avoid them.



As you can see, Siren has simply bought former ISF head of Mobile Forces General Njeim to foster contacts with the ISF and LAF. It is an excellent example that highlights how the Lebanese security officials cooperate with the British to ensure high income and retirement benefits from HMG.



Foreign &  
Commonwealth  
Office

**Mandatory Input\***

**Auto-calculation\***

**Value for Money (VfM) - Staffing  
Average Daily Rate Fee**

Notes:

- Enter All staff included in "Staff Cost" **tabs excluding Band 4 Admin Assistant, or equivalent**

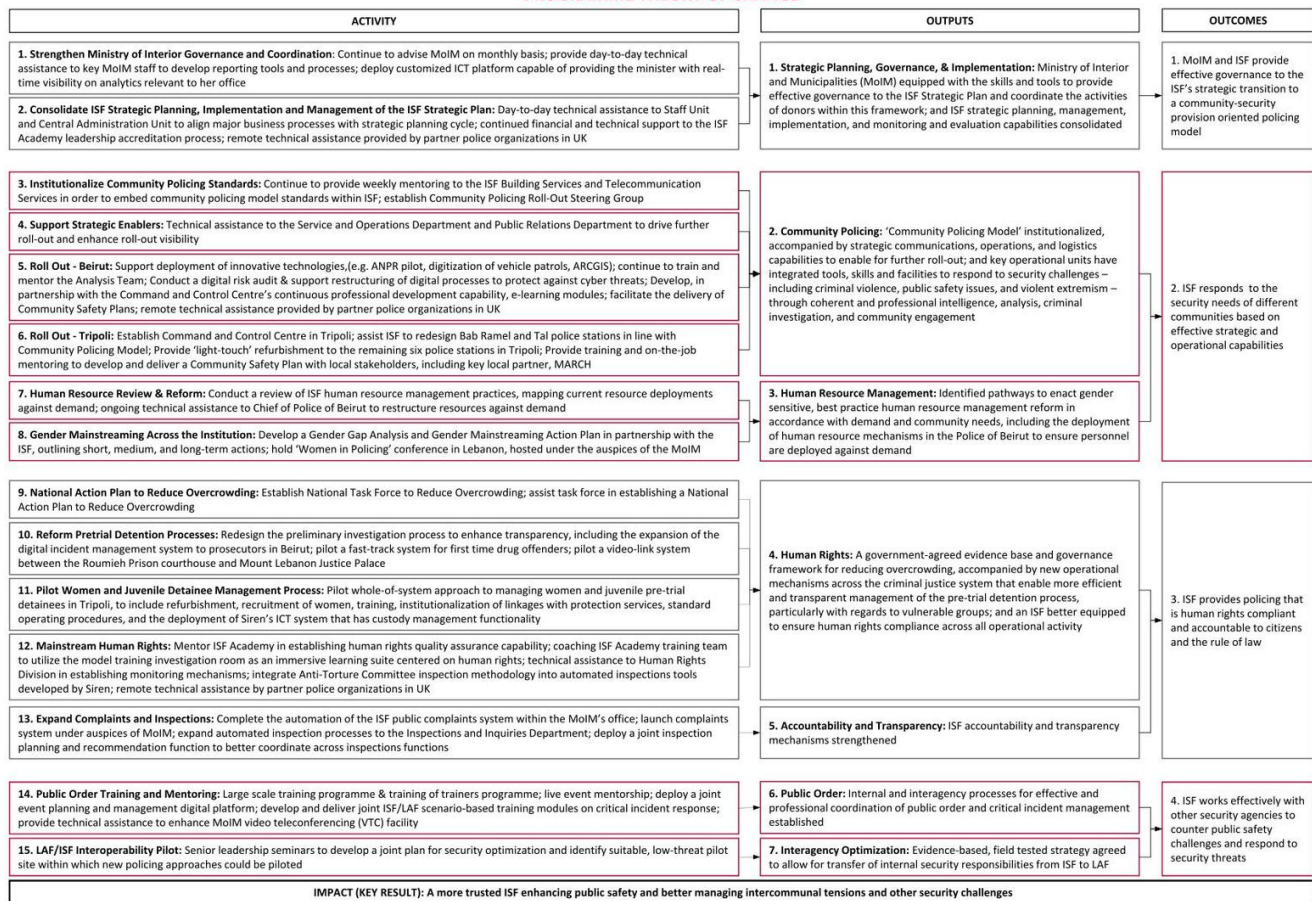
- Please ensure that all applicable staff names are entered in the **same format** as the "Staff Costs" tab

Total Project Days	Total Expenditure (GBP)	Total Average Daily Rate (GBP)
17 945	8 587 472	479

Name	Total Project Days	Total Expenditure (GBP)	Daily Rate (GBP)	Framework Daily Maximum Fee Rate	Discount %
Gareth Morton	120	63 000	525	758	31%
Strategic Planning Technical Expert - TBC	576	264 600	459	758	39%
Marie-Therese Corbani	60	31 500	525	758	31%
STE - Analysis - TBC	90	47 250	525	758	31%
Hadi El-Khoury	120	63 000	525	758	31%
Karen Mulholland	250	131 250	525	758	31%
STE - HRM Competencies Evaluation - TBC	40	21 000	525	758	31%
STE - HRM - TBC	122	77 501	635	758	16%
STE - Human Rights - TBC	80	42 000	525	758	31%
STE - Investigations - TBC	30	15 750	525	758	31%
STE - Custody Management (Vulnerable Groups) - TBC	15	7 875	525	758	31%
STE - Interrogations and Investigations - TBC	30	15 750	525	758	31%
STE - Detention Monitoring - TBC	60	31 500	525	758	31%
Bryan Spence	160	105 000	656	758	13%
STE - Public Order Trainer - TBC	320	168 000	525	758	31%
Rtd General Abdo Njeim	64	33 600	525	758	31%
STE - LAF Advisor - TBC	64	33 600	525	758	31%
	0	0	0	0	

Rtd General Abdo Njeim receives 33 600 GBP for 64 days on the project!

## PROGRAMME THEORY OF CHANGE





### 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 1<sup>st</sup> 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."<sup>1</sup>

#### 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.

<sup>1</sup> 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 1<sup>st</sup> 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 1<sup>st</sup> 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.**



## 1.2.5 Sustainability

### Overall Approach to Sustainability

Siren has a proven capability to deliver sustainable organisational change in complex contexts. Coupled with Integrity's industry leading monitoring, evaluation, and learning systems that encourage smarter programme design, our methodology ensures sustainable outcomes and impact from the outset. Siren adopts a **systems-thinking approach to programming** that goes beyond training and equipment towards strategy and governance; systems, processes and procedures; structures; and community engagement. We believe that the development of capabilities cannot be done *for* organisations - it must be done *by* and in effective partnership with them. As a result, **we consider the programme a gradual process of transition from intensive Siren support to an independent ISF that can continue to lead its own change process in the long term.**

### Specific Measures to Ensure Sustainability in the Programme Design

**Intensive, day-to-day mentoring** has proven successful in embedding planning and management capabilities within the ISF Strategic Planning Team (SPT). Siren will continue applying this approach, working at various levels to align with ISF strategy and ensure long-term ownership. Specifically, Siren will assist the SPT in transferring capabilities to the Staff and Central Administration units, as well as to the Minister of Interior and Municipalities' (MoIM) office. **Given the resources (including other donors) being allocated for community policing roll-out, Siren will also assist the ISF in establishing a Steering Group on Roll-Out of Community Policing, bringing together relevant actors to ensure that any new roll-out activity is aligned with ISF standards to ensure long-term viability.** By the end of the programme, Siren envisages an ISF-led process in which heads of units monitor and lead the implementation of the strategic plan.

**An iterative cycle to embed innovative systems within the ISF.** Drawing on over a decade of success modernising public sector systems in the Middle East, Siren adopts an iterative approach to system redesign enabled by fit-for-purpose ICT solutions. We work with beneficiaries to map, redesign and pilot new processes and IT systems, accompanied by on-the-job mentoring that builds capacity from the start. Through this process Siren successfully designed, developed and deployed a bespoke ICT solution, Fenix™, that automated ISF incident management processes and transformed the Police of Beirut from paper-based to a digitised, analysis driven unit in just 5 years. Importantly, Siren trained and mentored a team of ISF in-house developers who are now capable of operating and maintaining the system. Siren will continue to increase Fenix™ functionality while maintaining mentorship to ISF developers to embed new features within the ISF. The ISF Director General has specifically requested further roll-out, support and integration of Fenix™, demonstrating sustainability. Siren's experience adapting technologies to suit ISF needs means that it is well placed to manage any required migration to new systems (e.g. the US-funded automation programme). **Given the demonstrable impact of automation in driving behaviour change within the Police of Beirut under HMG funding, it is crucial to maintain and effectively transition the system to ensure long-term outcomes.** In doing so, Siren will continue to embed a culture of innovation whereby the ISF are able to apply critical thinking to identify, analyse, and respond to novel problems.

**A comprehensive approach to training** ensures beneficiary capacity is built sustainably. The ISF Community Policing Curriculum, originally developed as part of the Ras Beirut Pilot Policing Project, has now been fully integrated into the ISF Academy, demonstrating the value of our approach. We prioritise training of trainers to ensure transfer of knowledge, working closely with the Head of the ISF Academy to identify stakeholders relevant to the training area and then collaborating with ISF counterparts to develop training programmes. Proposed training activities will maximise existing ISF facilities, including the Tactical Training Village and the model investigation room, supporting sustainability of previous HMG support. Siren will compliment any training activity with on-the-job mentoring to ensure uptake of new capabilities. The 2018 ICAI performance review of CSSF spending commended the impact of Siren's delivery approach in Jordan, complimenting training with mentoring, institutional reforms, standard operating procedures, infrastructure and equipment.<sup>1</sup> **Through this approach, any training delivered through the programme will be embedded in the ISF Academy and effectively delivered without external support beyond the project lifecycle.**

**A carefully considered approach to structures and equipment** ensures the sustainability of equipment procured through the programme. A previous end of project review of our Jordan Policing Project found that "the approach to training and infrastructure which emphasises working with existing capacities, augmenting or

#### Embedding Training Beyond the Project

Siren's approach deploying long-term technical assistance allowed for us, under the current HMG supported programme, to ensure that a project management training programme (funded by the EU) was aligned with ISF needs. Siren worked alongside EU suppliers to reshape the programme into a training-of-trainers model. After EU closure of the program, Siren continued to assist the SPT in adapting the training package to systems and processes already developed as part of the strategic planning process, and mentored SPT members on training delivery. The SPT now independently deliver the training.

<sup>1</sup> Independent Commission for Aid Impact 'The Conflict, Stability and Security Fund's Aid Spending: A Performance Review', March 2018, p. 24



repairing where needed demonstrated value for money, and a **greater likelihood of sustainability following the withdrawal of the project team.**<sup>2</sup> In Lebanon, Siren's approach to sustainably transitioning construction and equipment focuses on alignment with standards & low-cost maintenance. **Ziad Nasr (Siren)**, Buildings and Refurbishment Lead, has already adapted international best practice community policing station designs to ISF standards, prioritising the procurement of local, heavy duty supplies. Siren has also worked closely with the head of Central Administration (responsible for equipment and buildings across the ISF) to finalise maintenance agreements with key sub-contractors. In addition, **Ziad Nasr (Siren)** and **Gabriel Khoury (Siren)**, ICT Lead, will continue to provide technical assistance to the ISF Buildings Services and Telecommunications Services, ensuring the ISF can maintain and troubleshoot systems independently.

**Building community engagement to create local demand for accountable policing** is essential to the long-term viability of outcomes. Previously, Siren supported the establishment of Sakker el Dekkene, an anti-corruption advocacy group that successfully raised the profile of corruption in Lebanon and instigated litigation in relation to corruption charges. In the proposed programme, Siren will support MARCH, a local peacebuilding NGO in Tripoli, to deliver capacity building to youth who will later be integrated into community engagement activities. This will help **build community demand for continued reform, incentivising the ISF to continue to drive its transition process beyond the programme.**

**A research, monitoring, evaluation, and learning (RME) facility that ensures responsive, flexible programming**, led by Integrity, will enable us to measure the extent to which the ISF are successfully transitioning from being the recipients of reform efforts to being independent change agents. This component will include the recruitment of dedicated field staff allowing value for money, operational flexibility, and the use of innovative data collection systems that ensure contextualised delivery and actionable feedback. By continuously collecting data throughout the programme cycle, **we will be able to understand the extent to which the transition is embedded in the ISF, and will be able to adapt the programme to maximise sustainable results in a conflict, gender sensitive manner.**

#### Rights Based Approach to Disability

Siren maintains a focus on disability in our programme. Together with the Human Rights Division at the MoIM, Siren designed the only disability accessible facility at the ministry. It was subsequently used in elections for voter registration of disabled citizens (as one of only two locations for doing so in Lebanon), demonstrating tangible outcomes beyond programme delivery. Siren has since worked to expand disability access across facilities at the MoIM.

### Timetable for Transition Plan and Exit Strategy

**Siren's established relationship and ongoing programming with the ISF will ensure a smooth transition.** Crucially, Siren has developed strong relationships with change champions within the ISF that are already working to embed outcomes within the organisation (*section 1.2.7 Relationship Management*). Outputs will be structured sequentially, resulting in an iterative timetable for transition. Certain outputs will already be sustainable upon delivery, such as the continued enhancements to the Beirut Command and Control Centre (Output 2). Other outputs will expand on previously begun work, including public order (Output 6) and inspections automation expansion to both the Anti-Torture Committee (Output 4) and Inspections and Inquiries Division (Output 5); these will be transitioned within Year 2. The final year will see transition of major new areas of the programme, such as the Tripoli roll-out expansion (Output 2) or support to the minister's office (Output 1) where either local circumstance call for a more long-term approach or the capabilities are deemed of a strategic import and require extended support to be properly embedded.

Siren will develop an annual exit strategy for the final quarter of each year, during which Siren will focus on high-intensity mentoring to key ISF personnel who will be responsible for maintenance of any new systems, processes, procedures, or products in the case of contract termination. The Integrity RME facility will utilise the final quarter to assess outcomes, re-evaluate the stability and security context, document learning, and recommend adjustments to strategy, design and implementation to ensure sustainability, as part of annual **summative evaluations**. Little to no budget will be allocated to new operational costs or international short-term experts. Siren's Exit Strategy aligns with CSSF spend requirements of 85% of annual budget by end of December each financial year. In the event of project closure after Year 1, Siren would follow the exit strategy outlined above, accelerating final quarter mentoring to the ISF, with a focus on transition. We would work to consolidate achieved outputs, ensuring those completed are ready for transition. In addition to this annual timetable, Year 3 will include specific activities aimed at building overall sustainability of outputs beyond project lifetime:

- **Programme Closure Report & Handover Plan** to be developed with ISF counterparts. Report will include clear documentation of deliverables and outcomes, applicable lessons learnt, relevant annexes of SOPs, and agreed recommendations for next steps.
- **Senior Leadership Seminar**, covering Overarching programme lessons learnt and strategic recommendations would be agreed between the Core Programme Delivery Team and ISF senior command.

<sup>2</sup> Jordan Policing Project: End of Project Review, 2017, p. 6.



## 1.2.6 Client Liaison, Quality Assurance, & Due Diligence

### Client Liaison Arrangements

As prime contractor, Siren will enhance existing programme governance and client liaison arrangements, building on our decade of experience implementing CSSF programmes in Lebanon. We adhere to a **set of operating principles** that ensure effective programme delivery in collaboration with the British Embassy Beirut (BEB) and have underpinned our delivery of the programme to date:

- **Share information about risks early rather than trying to solve them alone.** Some risks can only be mitigated by diplomatic interventions from the BEB. Even if the appropriate response to a risk is a purely technical one delivered by Siren, the BEB will benefit from advance warning of risks that could escalate.
- Open and honest communication is vital to discussing challenges objectively **so they can be solved quickly and effectively.** We believe in sharing problems and collaborating in building solutions.
- **Collaborate with BEB,** and where appropriate, implementers of other programmes, in mapping and assessing national stakeholders, sharing political intelligence and political economy analyses, and coordinating communications with stakeholders. Siren is eager to work alongside the Police Attaché in her capacity liaising with Embassies in order to align messaging and ensure BEB objectives are met.
- **Establish clear mechanisms for communication and coordination between BEB, beneficiary, and programme delivery team.** Siren will establish a Strategic Planning and Management Committee (SPMC), underpinned by an MoU, to allow for high-level alignment around programme delivery plan objectives and progress. This formal level can be buttressed by more informal coordination, whereby Siren and BEB ensure that synergies are leveraged and communications aligned (e.g. in relation to liaising with the Minister of Interior and Municipalities).

**Siren proposes client liaison arrangements that allow for flexibility, responsiveness, and accountability.** Jonathan McIvor (as the project Senior Responsible Officer) will be the senior point of contact at Siren and will be ultimately accountable for the successful delivery of the contract; holding quarterly meetings with the Head of CSSF Lebanon. Siren's Programme Manager, Karin Delin, and the Operations Manager, Marc Maouad, will liaise directly with the Head of CSSF Security Programme. Marc will be available to respond to Embassy requests on a daily basis, with suggested weekly meetings between Karin, the Head of CSSF Security Programme and Police Attaché.

**Siren has clear escalation procedures for responding to complaints.** All issues will be raised with the Programme Manager – this includes issues relating to the programme's objectives, scope, human rights monitoring, budget, media coverage, or repeated underperformance of a member of staff or expert. When within her tolerance, the Programme Manager will deal with the issue and liaise with the BEB as needed. **An issue is escalated immediately to Siren's Programme Director if it relates to human rights, fraud, corrupt practices, media, or the Programme Manager's performance.** If the issue has ongoing and immediate implications for the safety or protection of either a beneficiary or personnel member, the Programme Director will notify BEB via the Head of CSSF Lebanon (if not available, the Head of CSSF Security Programme). If the issue does not have immediate harm implications, the Programme Director will conduct an investigation. He will then report to both the Siren/Integrity Programme Board and to the Head of CSSF Lebanon regarding the outcome of the investigation – a joint BEB/Programme Team action plan will then be agreed. **Siren, given existing networks within the ISF and across implementation geographies, is uniquely placed to access reliable and timely information in relation to potential human rights abuses, security incidents, or corruption.**

### Quality Assurance Procedures

**Monitoring, evaluation, and learning are key to reporting on the quality of services and handling the failure to meet objectives through adapting our intervention.** The research, monitoring, evaluation, and learning (RMEL) facility, led by Integrity, will take responsibility for high quality, innovative research and M&E activities, enabling an adaptive programming approach.

**The RMEL facility will oversee the delivery of the programme's formal reporting to BEB.** Weekly and monthly reports will cover progress on outputs against agreed indicators with BEB; quarterly reports will deliver formal reporting against the agreed results framework, assess programme risks, and outline lessons learned in order to ensure adaptive programming. Key performance indicators will be agreed with the Embassy according to FCO priorities and relevance to the programme. **Integrity's monitoring and evaluation capabilities ensure that data is not only used for reporting, but is instead leveraged within the programme design and delivery process to drive decision-making and build understanding across the beneficiary, BEB, and programme team.** In addition to M&E reporting, the RMEL Team will



produce atmospheric reports that assess community perceptions of the ISF and provide up-to-date conflict analysis on a quarterly basis. Data from across research and analysis activity will be presented as highly visual dashboards, which will inform quarterly SPMC meetings, co-chaired by the UK Ambassador and ISF Director General, in order to maintain buy-in and guide changes to the Programme Delivery Plan.

Siren and Integrity's joint design of the programme, based on strong beneficiary buy-in and ownership, contextualised responses drawing on over a decade of implementing programming with the ISF, and complex theory of change modelling, will help ensure that the programme is able to meet its stated objectives. In instances where objectives are not met, **Integrity's RMEL facility will also drive internal programme learning, establishing mechanisms for addressing and rectifying such failures swiftly, ensuring a flexible and adaptive approach to programming.** Quarterly and annual internal reflection sessions will allow for assessment of what has worked; in response to identified issues, the Core Programme Management and Delivery Team will lead swift restructuring of teams, activities, and budgets in response to changing circumstances or failure to meet objectives.

**Gender and conflict sensitivity will be at the core of quality assurance.** Gender sensitivity will be integrated into the results framework through an initial gender analysis to take into account any gender-related difference in experiences of safety and security in project locations. This analysis will inform the disaggregation of monitoring data collected for indicators, as well as the selection of monitoring and evaluation methods to ensure inclusivity. A baseline conflict analysis, with regular updates, will inform both delivery and the design of monitoring tools themselves to mitigate the risk of activities doing harm. **Kathryn Locket (Integrity)**, as Gender and Conflict Sensitivity Advisor, will be responsible for quality assuring delivery in terms of gender and conflict sensitivity.

#### **Due Diligence Procedures when Sub-contracting and Managing the Supply Chain**

**Supply chain management and quality control:** Siren has a track record of ensuring high standards of subcontracting and supply chain management in the countries within which it operates. We maintain in-house capacity to quickly deploy systems, personnel and procedural requirements to manage projects professionally and meet and manage our fiduciary risk responsibilities. Prior to formal engagement with new subcontractors and suppliers, we conduct thorough due diligence to ensure they are capable of delivering what is required of them. Where such assessments indicate weaknesses, we will decide whether to look for another subcontractor or to work with the contractor to build capacity and eliminate the weaknesses. We engage subcontractors and suppliers through professional legal contracts, which define (i) the strategic objective and scope of the project and management arrangements, including who will oversee the subcontractor's activities and performance and clear procedures for quality control including escalation of performance issues; (ii) the terms of reference of personnel provided by the subcontractor and their responsibilities for both the delivery of technical work and activities such as risk management, confidentiality, and reporting. In line with these principles, **the Siren/Integrity consortium contract specifies quality performance evaluation criteria and procedures.**

**In Lebanon, Siren has a well-established understanding of the market that enables us to maximise value-for-money while avoiding poor quality or potential diversion of funds, including for terrorism purposes.** Rigorous procurement policies detailed in our procurement manual, including checking the capacity of tenderers, obtaining a range of quotes, and thorough in-country benchmarking, are combined with localised understanding of markets in both Beirut and Tripoli (high risk) to ensure optimal price/quality balance and economies of scale. This allows Siren to remain adaptive to client and beneficiary needs while ensuring compliance with relevant UK legislation, including the Terrorism Act 2000.

**Fraud, corruption, and financial control:** **All supplier invoices and financial reports are reviewed by Siren's programme management and finance staff on a monthly basis to ensure financial control.** Siren will then submit monthly financial reports to the BEB. The integrity of these financial arrangements are reviewed periodically through spot checks and annual financial audits, which assess fiduciary risk and the accuracy of expenditure reporting. These processes help ensure programmes remain within budget, without compromising the technical quality of outputs. We understand that working in challenging environments raises the risk that our teams may be exposed to, or even drawn into, bribery and corruption. Any perception among external stakeholders of corruption within BPSP could critically undermine the perceived integrity of our work, our consortium and the BEB. Siren and Integrity detail our zero-tolerance approach to corruption and bribery in our respective codes of conduct and all contracts. Our expectations will be communicated and carried throughout our consortium. We have a whistle-blower policy in place including anonymous reporting. In any case of suspected fraud, the FCO/BEB will be informed immediately, and an investigation will be carried out regardless of the financial amount involved. Where necessary Siren reserves the right to appoint external auditors to investigate the fraud in greater detail. We will work with subcontractors to ascertain whether financial irregularities are a result of corrupt practice or mismanagement. If it is the latter, Siren will provide support to the subcontractor in developing a plan for remedial action and will then monitor and evaluate implementation.



### 1.2.8 Resources

Our consortium, led by Siren, brings the necessary experience, networks, knowledge and personnel to deliver value-for-money, impactful programming. **Siren has retained 90% of the current delivery team, ensuring continuity and the ability to mobilise contextualised support for the ISF upon contract.** Integrity, Siren's consortium partner, will compliment this localised approach with industry-leading research, monitoring and evaluation tools to deliver against CSSF objectives. **All key positions have been identified; of those identified, 75% have previous experience delivering CSSF projects, 69% are Lebanese, and 56% are women.**

#### Sub-Contractor Expertise and Role

**Consortium Partner: Integrity** is a trusted HMG supplier of research, monitoring and evaluation services, specialising in conflict sensitive security and stabilisation programming in fragile and conflict affected states. They drive industry standards, independently verifying outcome-level progress in difficult-to-measure contexts, including for the CSSF-funded AJACS Programme in Syria. Integrity is responsible for the project's Research, Monitoring, Evaluation and Learning (RMEL) facility, ensuring conflict and gender sensitivity are mainstreamed. They will also lead Output 3 - Human Resources Management.

**Key Local Partner: MARCH** is a local non-governmental organisation promoting social cohesion and conflict resolution with a proven track record of inclusive, high impact programming in Tripoli. Building on a current partnership, Siren will work with MARCH under Output 2 to implement community engagement activities with vulnerable youth in Tripoli. The partnership will involve BEDCO, a MARCH youth job-creation/vocational skills initiative (HMG supported), for refurbishment on the Tripoli roll-out.

#### Staffing, Uplifts and Downsizing

Our governance, financial management, and reporting systems support flexible and adaptive management. Our contracting systems allow for swift deployments and our existing Lebanon platform is scalable, **allowing rapid expansions or downsizing.** Our capacity for rapid uplifts in the project team is enabled by the extensive network of high calibre international and regional advisers that the consortium collectively maintains. Siren's consultant database of over 200 approved short term experts (STEs) (of whom more than 50% have previously been deployed on Siren projects) with skills across the international development spectrum supports this capacity. Our deployment protocols allow us to conduct thorough due diligence via comprehensive acuity checks, reference checks and conflict of interest disclosures, minimising time from selection to deployment. Siren maintains an active network with local companies, NGOs, and universities, enabling the flexible mobilisation of local expertise, whether temporarily or for the longer term. Where downsizing is required, all consultant contracts include break clauses which allow us to terminate contracts swiftly in cases of under-performance, or where a change in the programme requires.

#### Fair and Equal Treatment and Ethical Conduct

Siren is an equal opportunity employer operating according to best practice management and human resource practices. The Siren Human Resource Management Handbook reflects international standards on promoting equality and diversity and provides for equal opportunities regardless of gender, sexual orientation, confession, ethnic background or disability. It outlines processes to ensure **professional standards and ethical conduct** of contracted staff through regular performance reviews and the Siren Code of Ethics. In cases of poor performance, remedies are proposed in terms of training, change of role, reassignment or termination of contract. **The Siren/Integrity Consortium contract specifies quality performance evaluation criteria and procedures to ensure equal treatment of sub-contractors.** The Programme Board will conduct quarterly performance reviews to maintain quality throughout the supply chain. Siren's **Code of Conduct** addresses ethical conduct including safeguarding and an anti-corruption policy. The Code of Conduct will be signed by all staff during induction; breaches will result in disciplinary procedures or dismissal.



## 1.2.8 Resources

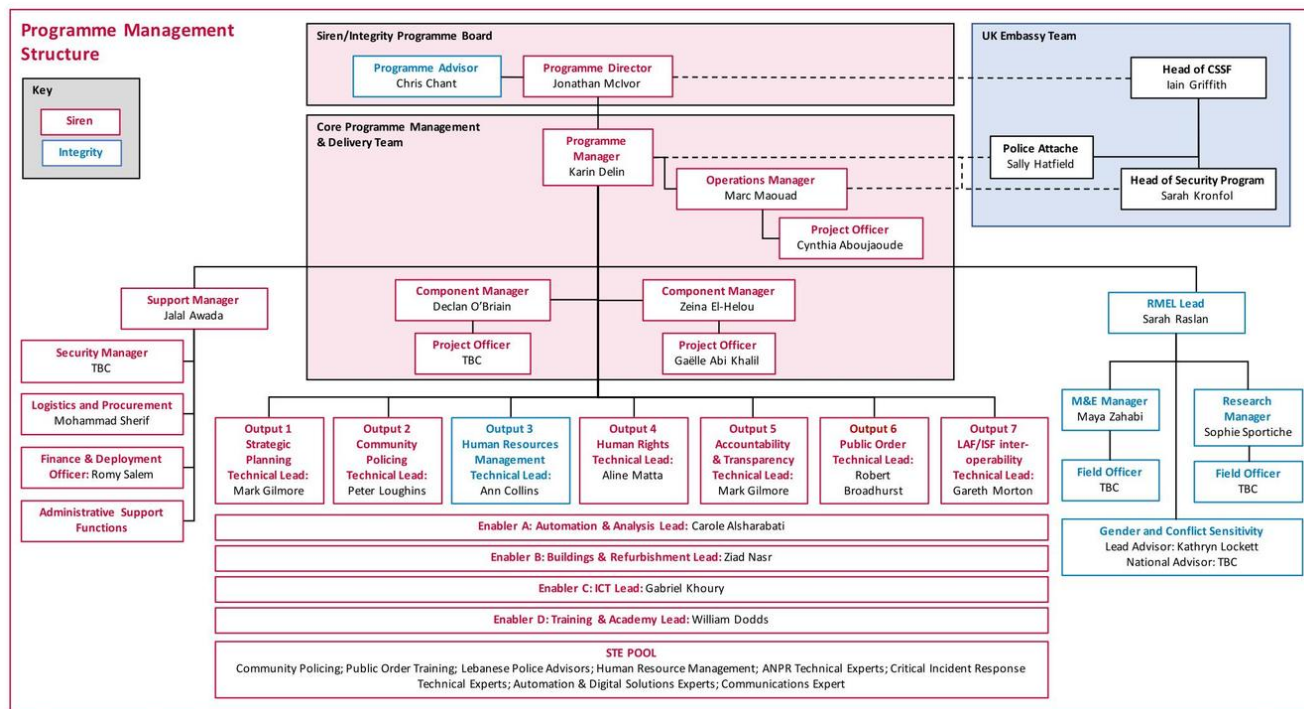
**Management Structure**

The Programme Manager, supported by the Core Programme Management and Delivery Team, will ensure the work-plan is delivered efficiently and flexibly in accordance with Siren's Project Management Manual. She is responsible for Programme compliance with procedures for security, duty of care, safeguarding, financial management and due diligence. She is accountable to the Siren/Integrity Programme Board, who ensure the Programme remains aligned with CSSF strategy and meets contractual obligations. The above organigram describes delivery and governance management including lines of reporting and communication with the British Embassy Beirut (BEB). Further definition is provided in the table of key staff and responsibilities.

**Experiences, Qualifications and Roles of Key Staff Deployed**

<b>Siren/Integrity Programme Board:</b> Convenes monthly with the Core Programme Management and Delivery Team to review progress against schedule, budget and KPIs. Quarterly coordination meetings with the BEB Head of the CSSF.
<b>Programme Director, Jonathan McIvor (Siren):</b> Senior responsible officer accountable to BEB. Over 15 years' experience leading high profile change management policing programmes across MENA. Leading on CSSF ISF support projects since 2008 (ISFPRO and BPSP). Former Assistant Chief Constable in the Police Service of Northern Ireland (PSNI).
<b>Programme Advisor, Chris Chant (Integrity):</b> Ultimately responsible for RMEL facility delivering against client needs, providing additional strategic advice on programme delivery and client relations. Justice sector reform and international development practitioner with 12 years' experience of programme design and delivery gained both in HMG and consultancy.
<b>The Core Programme Management and Delivery Team:</b> Responsible for day-to-day management of Programme. Provides both strategic leadership and technical delivery to maximise value-for-money and ensure programme continuity with beneficiaries.
<b>Programme Manager, Karin Delin (Siren):</b> Manages Programme implementation. Provides strategic leadership on output 1 (Strategic Planning), based on proven delivery of ISF five-year plan under current CSSF ISF programme. 20+ years' experience managing programs on good governance, security sector reform and community safety. Ten years' experience with ISF. Reports monthly to Programme Board and weekly, monthly and quarterly to the BEB Head of Security Programme. Regular meetings with the BEB Police Attaché.
<b>Operations Manager, Marc Maouad (Siren):</b> Responsible for daily engagement with beneficiaries to maintain buy-in. Will continue to provide strategic guidance on output 2; previously responsible for community policing pilot and roll-out under consecutive CSSF programmes. Over 15 years' experience supporting public sector reform in Lebanon; full time with the ISF since 2008. Maintains open communications with the BEB Head of Security Programme to manage risk on a daily basis. Reports to the Programme Manager.
<b>Technical Leads:</b> Thematic and technical short-term experts providing delivery and capacity building on each programme output. Report to the Programme Manager.
<b>Output 1 Strategic Planning / Output 5 Accountability and Transparency Technical Lead, Mark Gilmore (Siren):</b> 20 years' experience of leading and advising executive police teams in transformational change in UK, the Middle East and the Western Balkans. Former Chief Constable of West Yorkshire Police.
<b>Output 2 Community Policing Technical Lead, Peter Loughins (Siren):</b> Expert in Community Policing, Community Safety and Change Management, with experience delivering CSSF police reform programmes in Jordan. Former Superintendent in the PSNI.
<b>Output 3 Human Resource Management Technical Lead, Ann Collins (Integrity):</b> Over 25 years' experience providing strategic human resources capacity building to facilitate organisational reform both in the UK government and in fragile states and post conflict environments as part of UK government programming.
<b>Output 4 Human Rights Technical Lead, Aline Matta (Siren):</b> Attorney with 15 years' experience directing and implementing rule of law programs in Lebanon and the MENA region. Thematic areas include human rights and access to justice, women's rights and gender equality, security sector reform, and criminal justice reform.
<b>Output 6 Public Order Technical Lead, Robert Broadhurst (Siren):</b> Delivered the ISF Public Order Manual of Guidance under current programme (BPSP). Former Metropolitan Police Service Commander with 30 years' experience as a senior public order officer.
<b>Output 7 ISF/LAF Interoperability Technical Lead, Gareth Morton (Siren):</b> Experience supporting security agencies in Jordan (CSSF) and Bosnia on critical incident management, including multi agency training for strategic and operational leaders in law enforcement, civil defence and military. Former Detective Chief Superintendent in the PSNI and head of Special Operations Branch.
<b>Enabler Leads:</b> Cross cutting experts delivering and supporting across outputs on analysis and automation – <b>Carole Alsharabati (Siren)</b> ; ICT – <b>Gabriel Khoury (Siren)</b> ; buildings and refurbishment – <b>Ziad Nasr (Siren)</b> ; and training – <b>William Dodds (Siren)</b> . Over 20 years' collective experience developing and delivering the ISF community policing model.
<b>RMEL Facility:</b> Provides robust monitoring and evaluation of delivery, ensuring that the programme team, beneficiaries, BEB, and FCO have the information to make judgements on quality of delivery leading to desired outcomes. Will ensure that research and evaluation functions support the programme's robust conflict and gender sensitive approach, and are inclusive of all communities.
<b>RMEL Lead, Sarah Raslan (Integrity):</b> Overall responsibility for the design, inception and delivery of the RMEL facility, managing RMEL facility personnel and quality assuring deliverables. Highly experienced monitoring, evaluation and learning professional with eight years' experience providing strategic support in the implementation of M&E systems for CSSF security and justice programmes in post conflict states, including the Middle East. Reports to the Programme Manager.
<b>Gender and Conflict Advisor, Kathryn Lockett (Integrity):</b> Will ensure gender and conflict sensitivity is embedded in both delivery and monitoring and evaluation across outputs. Conflict and gender sensitivity advisor with 20 years' experience working towards gender equality and tackling Sexual and Gender Based Violence (SGBV) in fragile and conflict affected geographies. Kathryn has produced a range of guidance notes and toolkits for Stabilisation which now underpin HMG's support for the integration of gender.





It's a rather incredible situation, isn't it? The UK intelligence cutouts are tearing the country apart while higher command of the Ministry of the Interior and the ISF enjoy relations with the British Ambassador.



Foreign &  
Commonwealth  
Office

**Mandatory Input\***  
**Auto-calculation\***

**Staff Costs**

Please detail your full costs for the entire contract period.

If you do not complete all mandatory fields your bid will be considered incomplete and may not be accepted.

All supporting information for completing this form has been included in the "Instructions" tab.

Example	Year 1	Inception	1	Supporting Public Ser	1	Audience Analysis	1			1	0	0	0	0	0	0	0	0	4	2 800
Year	Project Stage	Output No.	Output Description	Activity No.	Activity Description	Band / Job Family / Job Role	Name	July	August	September	October	November	December	January	February	March	Total Number of input days	Total (GBP)		
Year 2	Implementation	1	Strategic Planning, Gc	2	Consolidate ISF Strate	3	Gaelle Abi Khalil	5	5	5	5	5	5	5	5	5	60	14 994		
Year 3	Implementation	1	Strategic Planning, Gc	2	Consolidate ISF Strate	3	Gaelle Abi Khalil	5	5	5	5	5	5	5	5	5	55	13 745		
Year 3	Exit	1	Strategic Planning, Gc	2	Consolidate ISF Strate	3	Gaelle Abi Khalil									5	5	1 250		
Year 1	Inception	2	Community Policing:	5	Roll Out - Beirut: Supp	3	Gaelle Abi Khalil		4								4	1 000		
Year 1	Implementation	2	Community Policing:	5	Roll Out - Beirut: Supp	3	Gaelle Abi Khalil			4	4	4	4	4	4	4	28	6 997		
Year 2	Implementation	2	Community Policing:	5	Roll Out - Beirut: Supp	3	Gaelle Abi Khalil	4	4	4	4	4	4	4	4	4	48	11 995		
Year 3	Implementation	2	Community Policing:	5	Roll Out - Beirut: Supp	3	Gaelle Abi Khalil	4	4	4	4	4	4	4	4	4	44	10 996		
Year 3	Exit	2	Community Policing:	5	Roll Out - Beirut: Supp	3	Gaelle Abi Khalil									4	4	1 000		
Year 1	Inception	2	Community Policing:	6	Roll Out - Tripoli: Esta	3	Gaelle Abi Khalil		4								4	1 000		
Year 1	Implementation	2	Community Policing:	6	Roll Out - Tripoli: Esta	3	Gaelle Abi Khalil			4	4	4	4	4	4	4	28	6 997		
Year 2	Implementation	2	Community Policing:	6	Roll Out - Tripoli: Esta	3	Gaelle Abi Khalil	4	4	4	4	4	4	4	4	4	48	11 995		
Year 3	Implementation	2	Community Policing:	6	Roll Out - Tripoli: Esta	3	Gaelle Abi Khalil	4	4	4	4	4	4	4	4	4	44	10 996		
Year 3	Exit	2	Community Policing:	6	Roll Out - Tripoli: Esta	3	Gaelle Abi Khalil									4	4	1 000		
Year 1	Inception	3	Human Resource Mar	7	Human Resource Revi	3	Gaelle Abi Khalil		2								2	500		
Year 1	Implementation	3	Human Resource Mar	7	Human Resource Revi	3	Gaelle Abi Khalil			2	2	2	2	2	2	2	14	3 499		
Year 2	Implementation	3	Human Resource Mar	7	Human Resource Revi	3	Gaelle Abi Khalil	2	2	2	2	2	2	2	2	2	24	5 998		
Year 3	Implementation	3	Human Resource Mar	7	Human Resource Revi	3	Gaelle Abi Khalil	2	2	2	2	2	2	2	2	2	22	5 498		
Year 3	Exit	3	Human Resource Mar	7	Human Resource Revi	3	Gaelle Abi Khalil									2	2	500		
Year 1	Inception	3	Human Resource Mar	8	Gender Mainstreamin	3	Gaelle Abi Khalil		3								3	750		
Year 1	Implementation	3	Human Resource Mar	8	Gender Mainstreamin	3	Gaelle Abi Khalil			3	3	3	3	3	3	3	21	5 248		
Year 2	Implementation	3	Human Resource Mar	8	Gender Mainstreamin	3	Gaelle Abi Khalil	3	3	3	3	3	3	3	3	3	36	8 996		
Year 3	Implementation	3	Human Resource Mar	8	Gender Mainstreamin	3	Gaelle Abi Khalil	3	3	3	3	3	3	3	3	3	33	8 247		
Year 3	Exit	3	Human Resource Mar	8	Gender Mainstreamin	3	Gaelle Abi Khalil									3	3	750		
Year 1	Inception	4	Human Rights: A govt	10	Reform Pretrial Deten	3	Project Officer 3 - TBC		3								3	750		
Year 1	Implementation	4	Human Rights: A govt	10	Reform Pretrial Deten	3	Project Officer 3 - TBC			3	3	3	3	3	3	3	21	5 248		

Pay special attention to the amounts of money the Brits and their Lebanese assistants receive. You will find similar numbers in every bid.

Complete Siren CSSF Lebanon British Policing Support Programme:

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<https://www.pdf-archive.com/2021/01/03/itt3093---127-relationship-management---siren/itt3093---127-relationship-management---siren.pdf> ([https://www.pdf-archive.com/2021/01/03/itt3093---127-relationship-management---siren.pdf](https://www.pdf-archive.com/2021/01/03/itt3093---127-relationship-management---siren/itt3093---127-relationship-management---siren.pdf))

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Taken interest in Siren's activity? Then you must see their retender.

Complete Siren Conflict, Stability Security Fund (CSSF) Framework Re-Tender 2018:

<https://www.pdf-archive.com/2021/01/03/siren-cpg2350itt2018-cssf-framework-retender-q-121-ability-to-ac/siren-cpg2350itt2018-cssf-framework-retender-q-121-ability-to-ac.pdf> ([https://www.pdf-archive.com/2021/01/03/siren-cpg2350itt2018-cssf-framework-retender-q-121-ability-to-ac.pdf](https://www.pdf-archive.com/2021/01/03/siren-cpg2350itt2018-cssf-framework-retender-q-121-ability-to-ac/siren-cpg2350itt2018-cssf-framework-retender-q-121-ability-to-ac.pdf))

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(<https://www.pdf-archive.com/2021/01/03/siren-cpg2350itt2018-cssf-framework-retender-q-122-short-notice-/siren-cpg2350itt2018-cssf-framework-retender-q-122-short-notice-.pdf>)

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(<https://www.pdf-archive.com/2021/01/03/siren-cpg2350itt2018-cssf-framework-retender-q-141-establishing-/siren-cpg2350itt2018-cssf-framework-retender-q-141-establishing-.pdf>)

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([https://anonfiles.com/18Mbh557p8/Complete\\_Siren\\_Conflict\\_Stability\\_and\\_Security\\_Fund\\_CSSF\\_Framework\\_Re-Tender\\_2018\\_rar](https://anonfiles.com/18Mbh557p8/Complete_Siren_Conflict_Stability_and_Security_Fund_CSSF_Framework_Re-Tender_2018_rar))



**SIREN CPG/2350/2018 - Conflict Stability and Security Fund (CSSF) Framework Re-Tender 2018**  
**ITT\_2350 Question 1.2.2. Short notice response to Authority calls**

**Siren platform**

Siren's platform ensures our ability to deliver on Authority calls at short notice across the MENA region. Siren has 32 core staff in three offices - Beirut, Amman and Belfast – who can be mobilised for urgent cover within 48 hours. Our headquarters in Beirut (Lebanon) is responsible for business development, operational support

**Siren's unique capacity:**

- **32 core staff**, able to deploy within 48 hours
- Database of **220 experts**
- 24 alumni of our **pre-deployment training**

services, financial management, research and analysis, communications and reporting. Our Belfast (UK) office provides human resources, legal affairs, accounting, company secretariat, contract management, risk management, duty of care, quality assurance, business continuity and customer support. In Amman (Jordan), we have an office providing operational support services, as well as a project consortium office. With this capacity, we can recruit and mobilise additional staff at low cost, providing significant value for money. In addition, Siren has a database of 220 short and long term experts, compliant with the Data Protection Act 2018. 24 have been through our pre-deployment training, most of whom have already been deployed and who remain available for future deployments. 12 more will undergo the pre-deployment training in October 2018. This database provides Siren with a unique asset, enabling us to rapidly call on high quality experts internationally and locally.

**Proven short notice capability**

Siren has proven capability to deliver on Authority calls for services at short notice. We have delivered some £40m of police capacity building programs across MENA, mobilising staff and equipment rapidly. In a 2017 end-of-project review commissioned by the British Embassy Amman, the CSSF-funded Jordan Policing Support Programme (JPOL) was praised for being 'a timely and relevant response'<sup>1</sup>. The report commended Siren leadership **'for the speed with which they were able to put together a credible response to urgent problems in 2013, in effect from a standing start'**<sup>2</sup>. Siren's responsiveness to short term needs was also referenced in the latest ICAI report, that noted a joint CSSF - government of Jordan decision to develop a short-term focus on refugee camp stability, delivered by Siren.<sup>3</sup>

In March 2016, the British Embassy Amman asked Siren to respond to the Ruqban crisis on the Syria - Jordan border, in which over 70,000 Syrian refugees were stranded in significant humanitarian distress. Siren deployed a fully equipped team of four staff to conduct a scoping mission, presenting an options paper within two weeks, which led to further UK support for the Syrian populations on arrival in Azraq refugee camp.

In February 2018, the British Embassy Beirut asked Siren to conduct a rapid assessment of the security situation in Aarsal, a town on Lebanon's border with Syria only recently liberated from Daesh. Siren mobilized a team of five regional experts with relevant skills, liaised with the Internal Security Forces (ISF), gained security permissions, travelled to Aarsal with the regional police commander, conducted the scoping exercise and drafted the report. The report, described by the Embassy as 'very interesting and extensive,' was delivered within ten days.

Here is the decipher: British Embassies Amman Beirut turn into MI-6 stations Amman / Beirut.

**Next goes a well-known company Torchlight Solutions and its bid on the programme.**



After 5 years' experience in Lebanon and extensive work with the security sector agencies (SSAs), we understand that relationships matter. The UK has invested for over a decade in ISF capacity, building a hard-earned network of contacts and a deep level of trust. It is critical these relationships are maintained, broadened and deepened in the next phase of delivery. The same is true of the UK's unparalleled relations with the LAF and constructive collaboration with General Security (GS) on CT and border management issues.

Genuine partnership with the ISF and other SSAs is dependent on the perception that partners are committed, credible and 'in it for the long haul'. Our team has these relationships, built up over many years, and solidified through consistent attention to issues that are important to Lebanese partners. This involved being ready to respond to requests for advice when they were made, in the languages that the officers worked in, and almost always face-to-face. Our track record is clear in this regard and our relationship strategy and team composition reflects the requirements of availability, language and appropriateness. Senior ISF officers have engaged closely with us in preparing for this programme, and we believe that they trust us to assist them through a step-change in ISF's approach and capability.

As well as direct trust-building with individual counterparts, it is critical to understand the politics of the SSAs, both internal and contextual. Although it is simplistic to label the ISF the 'sunni security force', it is true that state authority partly flow along confessional lines, and that strategic decisions, senior appointments and resource allocation are viewed through a confessional-political lens. In addition to external political factors, understanding the 'hidden wiring' of any organisation is important for sustaining positive dynamics through the tough processes of change. Our existing knowledge, coupled by continually updated Political Economy Analysis (PEA), has helped us successfully navigate the complex landscape of Lebanese security for the last 5 years.

*Added value:* Our Lebanon team includes a small number of well-regarded and highly-networked former ISF, LAF and GS officers, who work as consultants to advise our teams on how to engage in a constructive way which aligns with organisational and individual incentives and perspectives, facilitate introductions and meetings, and help us avoid the pitfalls and obstacles which many international projects encounter.

**Continual PEA and stakeholder engagement planning to sustain positive relations through the challenges of change:** As a core deliverable to BEB, in the inception phase we will carry out an in-depth stakeholder mapping and analysis to understand pinch-points, blockers and champions<sup>1</sup>, and will update this every quarter as a component of the quarterly internal review cycle. Our stakeholder mapping methodology determines power dynamics, formal and informal authority structures, incentives, and how key post-holders relate to one another within and across the political landscape. This generates a live and continually updated political picture, enabling the programme team to manage and navigate the complex Lebanese canvas, informing every stakeholder engagement and underpinning conflict-sensitive delivery of each activity.

Based on this network mapping, we create individual Stakeholder Engagement Plans for the priority actors. These enable the programme team to tailor their engagements to incentives and perspectives of counterparts, and to identify secondary and tertiary lines of influence to 'nudge' key stakeholder incentives to generate and maintain alignment with programme objectives. This proven approach has three key benefits:

- ▶ Ensuring that programme decisions are based on the analysis of dynamics, not of actors as static entities. Simple engagement strategies such as 'inform', 'consult' or 'empower' assume generally fixed attitudes and perspectives. By continuously mapping underlying drivers the project team and BEB will be able to more effectively plan stakeholder engagements based on current circumstances.
- ▶ Maximising programme effectiveness by focusing on key influencers who sit at central nodes of the stakeholder network, and who can act to inhibit coherence or break potential deadlock.
- ▶ Leveraging data for adaptation and lessons learning. Stakeholder engagement feeds our evidence base of 'what works' to minimise negative blockers, lack of buy-in and unintended consequences.

*Added value:* we will share the tailored stakeholder engagement plans with BEB to support the Embassy's Political Access and Influence (PAI) objectives with the ISF and MoI. The plans will be updated before and after each engagement which will allow the Embassy to continuously benefit and adapt their own engagement strategies to leverage further influence.

*Added Value:* Our team is already operating on the ground with established relationships, meaning our strategy is based on 'what works' in the complex political stakeholder environment in Lebanon. Our strategy has five key features: 1) continual, in-depth PEA and stakeholder engagement planning; 2) strong joint project governance and co-management mechanisms driving full accountability through both BEB and the ISF command chain; 3) close access to the DG and senior team, supplemented by strong relationships at operational and service delivery levels; 4) hand-picked advisers from LAF and GS to help sustain cross-agency relations; 5) measuring other donor contributions to UK objectives as KPI; and a project approach which places host community relations at its core.

Our Technical Director Henry Smith has been Team Leader for a multi-year €2.5 million programme in Lebanon which aimed to improve the ability of Lebanese security agencies to engage with, and respond to, the needs of communities. Within this, he built sustainable relationships with both the security agencies and CSOs through combined security capacity building, CSO engagement, communications and dialogue activities. The programme is described by the EU Delegation as 'its most innovative security cooperation programme in Lebanon' and is regularly used by the EU to demonstrate its effectiveness in the area of security cooperation and relationship management.

<sup>1</sup> This will also include gender, disability and human rights champions within the programme team and the ISF.



## Pay special attention to the following points:

***Added value:** Our Lebanon team includes a small number of well-regarded and highly-networked former ISF, LAF and GS officers, who work as consultants to advise our teams on how to engage in a constructive way which aligns with organisational and individual incentives and perspectives, facilitate introductions and meetings, and help us avoid the pitfalls and obstacles which many international projects encounter.*

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- ▶ Ensuring that programme decisions are based on the analysis of dynamics, not of actors as static entities. Simple engagement strategies such as 'inform', 'consult' or 'empower' assume generally fixed attitudes and perspectives. By continuously mapping underlying drivers the project team and BEB will be able to more effectively plan stakeholder engagements based on current circumstances.
- ▶ Maximising programme effectiveness by focusing on key influencers who sit at central nodes of the stakeholder network, and who can act to inhibit coherence or break potential deadlock.
- ▶ Leveraging data for adaptation and lessons learning. Stakeholder engagement feeds our evidence base of 'what works' to minimise negative blockers, lack of buy-in and unintended consequences.

***Added value:** we will share the tailored stakeholder engagement plans with BEB to support the Embassy's Political Access and Influence (PAI) objectives with the ISF and MoI. The plans will be updated before and after each engagement which will allow the Embassy to continuously benefit and adapt their own engagement strategies to leverage further influence.*

It turns out that well-regarded and highly-networked former ISF, LAF and GS officers will help MI-6 station Beirut to gain political access and influence. Great!



**Programme governance for ISF strategic, policy and political-level ownership:** In line with principles which have proved effective on a number of BEB-led projects (e.g. support to the Land Border Regiments), we propose to put in place a *strong joint programme governance and co-management structure to foster full accountability for ISF delivery through the Lebanese command and political chain*. This will comprise a High-Level Steering Committee (HLSC), co-chaired by the ISF DG and the British Ambassador, with representation from the MOI and the Prime Minister's Office. In line with the KPIs set out below, to promote coherence we will seek to extend membership to the other SSAs and civilian government institutions over the course of the project. The HLSC will convene quarterly to receive a strategic update briefing and give top-level direction on adaptation and programme focus. The role of secretariat to the HLSC will be held by the Strategic Implementation Management Unit (SIMU) described in section 1.2.4. The SIMU will have responsibility for planning and measuring implementation of the ISF Strategic Plan, within which all UK project initiatives will be framed. The purpose, composition and detailed terms of reference (TORs) for the SIMU and HLSC, including delegation of authority for decisions, will be agreed between the IP and the ISF during the Inception Phase.

*There is compelling evidence that strong and collaborative governance structures drive beneficiary ownership. For example, Tony Hulton, our Inter Agency Coordination Lead, has been leading the LAF CIMIC JPIT since 2014. The CIMIC JPIT has pushed the project forward and enabled CIMIC to become a formalised part of the LAF (J9) and has seen CIMIC grow substantially in terms of staff, formalised systems and processes, and ingrained doctrine.*

**Joint UK-Lebanese project management, collocated in ISF HQ for seamless access to stakeholders:** We aim for our programme management team to co-locate with the SIMU in ISF HQ by the end of the first quarter of the project, meaning that Torchlight and the ISF will co-manage the project from inside the organisation, reporting to the ISF DG and offering access to ISF departments for capacity building and consultations. In this way, (a) ISF counterparts are responsible and accountable to their DG for implementation of a co-owned programme plan; (b) the programme is an internal process of organisational change, supported by UK advice, rather than an externally-imposed one; (c) we build essential project management skills within the ISF, progressively handing over the project management lead to full ISF ownership for sustainability and continued improvement after project exit. Every month the SIMU will convene a full project management meeting, with the participation of relevant BEB personnel (subject to agreement including the Police Attaché, CTPLO and programme team) to determine activity for the forthcoming month.

*Working together, B&S and FCP, are already engaged in Lebanon on the 'Improving Community Engagement and Dialogue' Programme for the EU. This not only ensures that we can provide value for money by deconflicting activities between donor projects, it will also prevent any conflict between programmes and utilise our comprehensive understanding of SSAs in Lebanon.*

**Working across the security agencies and with civilian host government stakeholders:** Lebanon is a relatively top-down environment, and one where seniority matters. Our team members have access to and good relationships with the current DGs of the ISF and GS, as well as senior officials in the LAF. *We will continue the existing relationship with General Othman through our Strategic Police Advisor, while at the same time cultivating close relationships with the second tier of leaders and with commanders at regional and local levels.* This helps to mitigate the 'succession risk' to the programme and reduces the impact of turnover through rotation of counterparts. We appreciate, however, that active ownership and leadership of programme work by the DG is indispensable and have selected a Team Leader and a group of Outcome Leads who have long-standing experience leading complex projects with multiple political stakeholders. Our international team is supported by well-regarded retired senior ISF officer, **Gen (rtd) Joseph Douaihy**, who as a former leader in the Territorial Gendarmerie has a close understanding of ISF relations outside Beirut. To help us foster coordination with other agencies, **LAF Gen (rtd) Bassam Boutrous** and **GS Gen (rtd)**

**Dany Fares** bring the team extensive experience of interagency coordination on border management and other issues, and will help us navigate the bureaucracy and political landscape of the SSAs as well as enabling access to leadership cadres in the agencies and related ministries. All our meetings with senior officers are recorded in Key Leader Engagement (KLE) reports and shared with the Authority to ensure coherence of message between operational and policy levels.

**Leveraging a multiplier effect from donor partners to maximise impact and value for money:** In line with KPI2 below, we place great emphasis on donor coherence and synergy. For Torchlight, this goes beyond coordination meetings and information exchange – we actively seek opportunities to bring other donors into projects through funding and in-kind contributions, and to make active contributions to other related initiatives where possible and approved by the Authority. Support to Lebanese policing is a relatively well-populated playing field: the EU has long-standing project engagements with the ISF focused capacity building and training, as well as community safety partnering interventions managed by our consortium partners FCP and B&S; the US continues to provide substantial funding support to equipment and construction, including of the Aramoun academy; and UNDP is actively piloting initiatives with municipal police units; and other bilateral donors such as the Netherlands have supported ISF CT capability, including forensics management and investigations capacity. **Added Value:** *We propose to bring key donor partners into HLSC meetings as observers, and to liaise closely to identify areas of synergy – indicatively, for example, we believe that the UNDP work with municipal police forces has the potential to act as a multiplier to the ISF's transition to a community policing stance in some locations. We believe that over the course of the programme it is highly likely that other donors will make financial or in-kind contributions aligned with HMG's objectives, with the potential to augment UK funding with significant additional resources, providing greater value for money for the UK spend.* We will discuss potential donor collaboration opportunities with the Authority and, should they proceed, measure these contributions and their effect in line with the KPI below and as part of our standard M&E and VFM reporting.

**Driving active engagement with host communities:** Because community policing is, at heart, about listening and responding to community concerns and needs, our approach puts host community engagement at its heart. Building on extensive work our team



has already completed in Akkar and Baalbek-Hermel we focus not only on the 'supply side' of local policing but on the 'demand side', building the capacity of host community actors to articulate their needs and to hold ISF to account at the local level. In target locations we sponsor and facilitate Community Safety Partnerships (CSPs) which feed into regional and local police planning and delivery. Our highly qualified and experienced Lebanese advisers have an in-depth knowledge of the political and social dynamics of target locations and are critical to the programmes' ability to build and maintain constructive community relations. Wherever possible we anticipate potential individuals who for political or interest-based reasons may oppose programme delivery, and engage early to align incentives and goals.

**Managing lack of buy-in through the different phases of the programme:** Whilst we have a very strong track record of relationship management, and high confidence in the success of our approach detailed above – the complex Lebanese political and institutional landscape will likely present engagement challenges throughout the programme lifecycle. This could be through a shifting focus onto other duties, change in senior personnel or conflict factors in communities. Regardless, our experience in relationship management in Lebanon has shown that we must be prepared for it. Our response is fourfold and will minimise the risk of delays:

- i. Pause delivery in areas where actions may not produce outputs or lead to outcomes – for example; it is possible to populate a training session with beneficiary personnel for the purpose of delivery; but if lack of senior buy-in means they are not the right people, then it is money wasted (our iterative and adaptive planning will ensure resources are appropriately focused elsewhere to ensure programme momentum is not lost).
- ii. Analyse the reasons for reduced buy-in and develop appropriate mitigation measures; in many cases this is about either an individual protecting his or her interests; or a perception of 'isomorphism', with lip service paid to western concepts which are not considered useful in practice. Once we understand motivations, tailored mitigations can then be developed.
- iii. Realign delivery with individual and organisational incentives. Our full approach is to support ISF-led change, but continual adaptation to ensure alignment with current circumstances and pressures is essential.
- iv. If obstacles persist, report clearly and quickly to the Authority, including for discussion of potential BEB intervention if the issue is at policy/political level, in line with our risk management processes.

**Key Performance Indicators:** We propose the following KPIs to monitor and report on the effectiveness and quality of the supplier relationship management:

**KPI 1:** SIMU monthly review meetings and quarterly High-Level Steering Committee briefings provide strong joint Lebanese-UK project management, governance and oversight

KPI	Year 1	Year 2	Year 3	Evidence/Reporting
Number of strategic SIMU monthly reviews and HLSC quarterly briefings	SIMU and SC established; 6 SIMU meetings, 2 HLSC	12 SIMU meetings, 4 HLSC	12 SIMU meetings, 4 HLSC	SIMU and HLSC notes

**KPI 2:** Access to and buy-in from other SSAs and Host Government stakeholders and donor partners

KPI	Year 1	Year 2	Year 3	Evidence/Reporting
Number of Key Leader Engagements with other SSA and Host Government senior stakeholders	10 KLE reports with identified next steps LAF and GS officers attend HLSC as observers	12 KLE reports with identified next steps LAF and GS officers represented at HLSC as full members; and MOI, MoSA and PMO officials attend as observers	12 KLE reports with identified next steps Full HLSC membership for LAF, GS, MOI, MoSA and PMO 3 donors make financial or in-kind contribution to programme objectives	KLE meeting notes and full reports HLSC meeting summaries M&E reports
Representation of SSAs and government entities on HLSC	UNDP, US and EU donor representatives attend HLSC as observers			
Allocation of other donor funding to support programme objectives		2 donors make financial or in-kind contribution to programme objectives		

**KPI 3:** Strengthening ISF and community relationships through community policing and community safety partnerships

KPI	Year 1	Year 2	Year 3	Evidence/reporting
Number of CSPs projects implemented with positive feedback from the communities	16 CSP projects implemented with Outcomes and Outputs achieved	16 CSP projects implemented with Outcomes and Outputs achieved	16 CSP projects implemented with Outcomes and Outputs achieved	Community perception surveys CSPs project feedback M&E reports

**Detailed and Integrated Approach.** Our *blended* delivery team is *comprehensive* and *diverse* in skillset and comprises experts from across our consortium, which includes **B&S Europe** and **First Call Partners**, as well as leading Lebanese research firm, **REACH Research & Consulting**, and **ABAAD for Gender Equality**, a non-profit, non-political, non-confessional organisation that has been working with the ISF since 2017, delivering training and advice aimed at ensuring proper implementation of Law 293 related to domestic and sexual violence, and maintaining proper referral pathways. As further evidence of our acknowledgement of the need to promote better human rights practices in security sector reforms (SSR), and as a mechanism for ensuring we are held to account, we have also engaged the support of **ALEF Liban Act for Human Rights**, an independent, non-governmental, non-partisan, non-religious, and non-profit organisation that seeks to strengthen the respect and fulfilment of human rights as a cornerstone of social, economic, and political development. ALEF recently published a paper on Human Rights in SSR which exposes the various challenges to the success of a human rights framework in SSR in Lebanon; ALEF also conducted a review of the ISF Code of Conduct following its release in 2012. Our consortium is further supported by **Social Development Direct (SDD)**, who will be providing external objective support on our programme design in relation to Women, Peace and Security and disability approaches.

Together, our consortium will provide the British Embassy in Beirut (BEB) with a core team of full-time experts and managers with *over 100 years' collective experience* of working in Lebanon and across the Middle East. This includes top-level leadership and strategic direction from our Senior Programme Director, **Doug McKenna** – Director of Security and Justice at Torchlight and a former senior police leader who serves as Senior Justice and Human Rights Partnership (JHRP) Advisor on our CT mentoring and investigations programmes for HMG in Lebanon – and **Henry Smith**, our Technical Director who has worked extensively to improve the ability of Lebanese SSAs to engage with, and respond to, the needs of communities, including as Team Leader on a multi-year, EUR 2.5M programme of support described by the EU Delegation as its most innovative security cooperation programme in Lebanon. Delivery will be led by Team Leader **Richard Bone**, a former UK Police Officer with extensive experience of leading complex SSR programmes in fragile environments, including as Programme Manager for the UK Government's Counter-Terrorism Prosecutorial Reform Initiative (CAPRI) in Pakistan between 2013-14. Richard will be supported by our Programme Manager, **Rania Skaine**, who manages the EU-funded ISF capacity building project in Lebanon and enjoys strong and trusted relationships with each of the main SSAs, and **Rachel Douaihy**, our Lead Community Safety Partnership (CSP) Coordinator who has supported the EU-funded 'Promoting Stability in Lebanon through Community Engagement and Dialogue' project, which included facilitating meetings and workshops between communities and actors from across the Lebanese SSAs to identify security concerns and design responses through CSP projects.

Our four outcomes will be led by experienced experts in their relevant fields. **Intermediate outcome 1** will be led by **Jaqueline Gold**, a Community Police expert with 28 years' experience in the British Police force and in fragile and conflict affected states (FCAS). She has successfully designed projects to drive conflict sensitive Community Policing, Building Trust and Confidence, and dealing with gender and sexual violence. Jaqueline will be supported by our SMEs, including **Trevor Service** who has been delivering community policing training courses to the ISF in Aramoun for the past 2 years. **Intermediate outcome 2** will be led by **Willie Semple**, a former senior UK police officer and senior investigating officer (SIO) with over 30 years of operational and strategic leadership experience in areas including major criminal investigation, intelligence and community policing. Willie has worked closely with the ISF and other SSAs as the Senior CT Investigations Advisor and Mentor on a recent project for the BEB and enjoys a strong reputation among key stakeholders. **Intermediate outcome 3** will be led by **Ben Carter**, an expert in fast-track development with extensive and varied experience in systems approaches to root cause analyses between tactical and strategic issues. Ben has led a wide range of organisational change management projects on behalf of HMG and commercial clients across the world and will be supported by **Gerson Bergeth**, an experienced IMS specialist who has designed innovative solutions on behalf of HMG, technology firms and the UN. **Intermediate Outcome 4** will be led by **Tonita Murray** who has 16 years' experience in FCAS as a Senior Advisor to police forces, Ministries and as Team Leader of complex institutional change programmes. Working closely with the ISF, the MoI and community leaders to drive more transparent police performance, greater responsiveness and compliance with human rights she will support the ISF to drive both internal and external accountability.

Adding significant additional value to our proposal, we have engaged the support of a cadre of former senior SSA officers to serve as Senior Advisors and sit on our HLSC: retired brigadier-generals **Joseph Douaihy** (ISF), **Bassam Boutros** (LAF), and **Dany Fares** (GS) each have over 30 years' experience in the Lebanese security sector and are expertly placed to provide an unparalleled level of understanding and insight into the challenges faced by each of their former patron agencies, as well as supporting the process of inter-agency collaboration and building and securing buy-in at a senior leadership level. Joseph was formerly Commander-in-Chief of the Gendarmerie Unit of the ISF, as well as Mount Lebanon and Beirut regions. Bassam has held a range of senior positions within the LAF, including as Head of the Military Cabinet and Defence Attaché to France, and Dany Fares spent 13 years in General Security and 20 years in the LAF and has held a wide range of positions in both agencies, as well as chairing a variety of specialist committees and sub-committees, including on the use of biometrics, border security and CBRN Response.

5<sup>th</sup> July 2019

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Here are those retired brigadier-generals, who will help HMG to cover its operations on colonising Lebanon and conceal them from those local security services that have not yet been buy-in secured.





Foreign &  
Commonwealth  
Office

### Mandatory Input\*

### Auto-calculation\*

### Value for Money (VfM) - Staffing Rates

### Average Daily Rate Fee

#### Notes:

- Enter All staff included in "Staff Cost" **tabs excluding Band 4 Admin Assistant, or equivalent**
- Please ensure that all applicable staff names are entered in the **same format** as the "Staff Costs" tab

Total Project Days	Total Expenditure (GBP)	Total Average Daily Rate (GBP)
16 071	9 788 560	609

Name	Total Project Days	Total Expenditure (GBP)	Daily Rate (GBP)	Framework Daily Maximum Fee Rate	Discount %
Richard Bone	582	512 160	880	1500	41%
Dave Bredo	558	418 500	750	1500	50%
Jacqueline Gold	582	436 500	750	1500	50%
Willie Semple	538	403 500	750	1500	50%
Ben Carter	553	414 750	750	1500	50%
Tony Hulton	74	55 500	750	1500	50%
Misbah Mokaddem	233	128 150	550	1250	56%
Brigadier Bassam Boutros	120	105 600	880	1500	41%
Brigadier Joseph Douaihy	120	105 600	880	1500	41%
Brigadier Dany Fares	120	105 600	880	1500	41%
Mark Smith	238	209 440	880	1500	41%
Simon Creasey	140	105 000	750	1250	40%
Craig Middleton	483	362 250	750	1250	40%
Rachel Douaihy	528	145 200	275	1250	78%
Richard Harrison	120	105 600	880	1500	41%
Gretchen Severson	578	390 150	675	1250	46%
Gerson Bergeth	148	111 000	750	1500	50%
Simon O'Brien	170	149 600	880	1500	41%
Imad Salameh	109	81 750	750	1500	50%
Shelley Deane	101	75 750	750	1500	50%
Tonita Murray	60	45 000	750	1500	50%

Brigadiers Boutros, Douaihy and Fares receive 105 600 GBP each for 120 days on the project. It's big money, isn't it?



**Project Management.** Our approach to programme management is based upon our extensive experience of delivering complex programmes in challenging environments. These methodologies are grounded in APMP and PRINCE 2 and are specifically developed for delivering HMG programmes in FCAS. As detailed in Section 1.2.1, Torchlight fully understands and accepts the responsibilities it bears for employees and subcontractors engaged on this programme. These obligations are taken seriously and with 8 years' experience, including the safe delivery of over 29,000+ days supporting institutional change and organisational development, we have developed clear management processes and response procedures to ensure we address these responsibilities effectively. We will ensure that all staff will be treated equally and fairly, with all staff being under the umbrella of Torchlight's duty of care, with a range of measures to ensure emotional and welfare support (see section 1.2.1), equality (Torchlight's Equality and Diversity Policy available upon request) and paid as per the code we have undertaken being a signatory to the Chartered Institute of Credit Management's Prompt Payment Code.

**Capacity for flexibility, including uplifts and downsizing of the project team.** Through over five years of experience delivering projects in Lebanon and significant additional experience of operating in other challenging environments, we understand the need to maintain a flexible approach to programme delivery. With a core delivery team of 20 people, supported by a network of over 700 specialists from across the consortium, including the added value of established local Lebanese partners, we have the ability to access wider professional technical expertise in a timely manner on this programme, and the capacity to manage and deliver multiple programmes concurrently, whilst still maintaining quality and minimising the administrative burden on the Authority. Within the programme team, the skills and experience of each expert and advisor proposed are *diverse, integrated and complementary*. As such, there is agility to flex, surge and contract the different functional elements of the programme and its division of responsibility as necessary or desirable, reflecting requirements, absorption capacity and security. In addition to our full-time employees, should we need to upsize, we can draw on the large network of high calibre international and Lebanese security and judicial sector subject matter experts we have worked with on previous projects; should we need to downsize, all our associate contracts include break clauses which allow us to quickly terminate engagement. Similarly, on the programme management side, should additional capacity be required, we have four programme management staff based across the region who can be drafted in at short notice. A sample skills matrix is provided below with full CVs for key staff provided in **Annex A**. All primary functions have been staffed; candidates for bespoke roles such as local coordinators from the regions we will be operating in or specialist technical experts have been identified but will be selected in the course of the Inception Phase based on the outcome of our Functional Needs Analysis to ensure maximum benefit to the ISF and HMG.

Name	Role	Complex Environments	Lebanon Experience	Working with ISF/SSAs	Change Management	Community Policing	S&I Reform & GADPex	Policy, Doctrine & SOPs	Training & Awareness	Resource Management	Inter-Agency Coord	IFL and Human Rights	Procurement	Needs Analysis	CT Legislation	Media & StratComms	Public Relations	Stakeholder Analysis	PDIA	Gender Equality	Conflict Sensitivity	Political Economy	CV (Annex A)
Mark Smith	Policing Doctrine Expert	✓			✓		✓	✓	✓			✓		✓	✓					✓		✓	✓
Tony Hulton	Inter-Agency Coordination Lead	✓	✓		✓		✓			✓	✓	✓		✓				✓	✓	✓		✓	✓
Misbah Mokaddem	Inter-Agency Coordination Support	✓	✓	✓	✓		✓			✓	✓	✓		✓				✓		✓			✓
Simon Creasey	Community Policing Training Development	✓			✓	✓	✓		✓	✓		✓		✓						✓	✓		✓
Simon O'Brien	Strategic Police Advisor	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓					✓	✓	✓	✓
Imad Salameh	PEA & Conflict Advisor	✓	✓	✓	✓	✓	✓	✓				✓						✓	✓	✓		✓	✓
Shelley Deane	PDIA & GESI Advisor	✓	✓	✓	✓	✓	✓	✓				✓						✓	✓	✓	✓		✓
Steve Tilley	Training & Assurance Expert	✓	✓		✓		✓	✓	✓					✓	✓					✓	✓		✓
Chris Webb	Public Relations & Communications	✓			✓		✓				✓			✓	✓		✓	✓	✓	✓	✓	✓	-
Hani Shehadeh	Civil Engineering Expert	✓	✓	✓	✓								✓	✓						✓			-
Renato Raggi	Human Rights Expert	✓	✓	✓	✓		✓		✓			✓			✓				✓	✓	✓		✓
Trevor Service	Neighbourhood Management Expert	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓			✓	✓	✓	✓	✓		-
Riwa Saliba	Senior Finance & Admin Coordinator	✓	✓	✓				✓	✓	✓			✓	✓			✓		✓	✓	✓		-



We don't underestimate that role of the ISF is an exceptionally complex one in an exceptionally complex place. Faced with the persistent risk of violent conflict based on deep-rooted interconfessional competition, a continued threat of terrorism linked to the spill over of militancy from the Syria conflict, a combined refugee population of close to 2m, major economic challenges and competition for access to meagre public sector resources, the ISF's duties cover a wide spectrum of security provision, contributing to community stability and law enforcement functions. In common with all Lebanese state institutions, the ISF is both subject to and an agent in the confessional equilibrium, which is hard-wired into government, including the security agencies. Although it is oversimplistic to call the ISF the 'sunni security force', government authority runs on confessional lines and the organisation is not fully accountable through the formal chain of governance command. For both practical and political reasons its culture remains a securitised and authoritarian one, and its ability to evolve towards a service delivery policing model is not purely a question of internal capacity, but also of political will.

At local level numerous non-state entities, including both political actors and tribal authorities, exercise considerable legitimacy, authority and access to the use of force to petition for and defend their communities' respective interests. Social and political dynamics vary widely from location to location, making a 'one-size-fits-all' approach to the role of state, including the ISF, inappropriate, and requiring a high level of political and conflict sensitivity in response to the specific power dynamics of each community and each location. The government's inability to fund services including security and rule of law provision, coupled with the power of non-state politico-confessional and tribal actors in Lebanon's regions, means that the ISF's role in security and safety requires a high degree of local negotiation in partnership with communities. Survey data shows that the ISF remains deeply unpopular in many parts of the country due to a perception of unresponsiveness, unprofessionalism and corruption. In areas with low levels of trust in the ISF, community-focused policing needs to be addressed from the start-point that ISF community engagement will be interpreted as intrusion and intelligence gathering, and that patient, incremental trust-building through information exchange is required; whilst in other regions where the ISF is a more trusted element of the social fabric, more rapid progress is possible.

The ISF Strategic Plan (SP) sets an important framework and provides a potential catalyst for ISF development, and for coordinating donor support. The challenge now is to move beyond rhetorical strategic-level commitments towards real and sustained changes on the ground that affect the way men and women across the country experience policing.

Based on our developed understanding of the Lebanese security, policing and political context, programme work to date with ISF and the other state security agencies (SSAs) and following detailed consultation with the current leadership of ISF, **we understand that supporting the ISF through the required step-change in its approach and capability requires an implementing partner with the ability to:**

- ▶ *Assist the ISF leadership through the process of implementation management, strengthening the systems needed to realise the aspirations of the SP in practical, measurable and reportable actions. We position the full programme as a contribution to the delivery of the ISF Strategic Plan, driving change into practice and demonstrating early and tangible benefit.*
- ▶ *Act to deliver measurable modernisation effect across Lebanon, extending the reach of enhancement at HQ and in Beirut jurisdictions to sub-national level to improve ordinary citizens' experience of police service delivery. Our nationwide access and local security partnership experience will support the ISF to roll out HQ- and Beirut-level policies and commitments across the country, solving practical problems prioritised by citizen and generating tangible, real-world benefit.*
- ▶ *Recognise the critical importance of creating 'demand side' incentives for the ISF, empowering communities, in partnership with ISF, to hold the ISF to its stated aspiration to shift towards a more community-centric policing model. Our Community Safety Partnerships work, proven in 15 locations across Lebanon, fosters meaningful external accountability at the point of service delivery, helping to create both pressure to change and to realise the security and stability benefit of doing so.*
- ▶ *Foster 'supply side' incentives for organisational development. Our approach helps the ISF harness its own data as the most powerful driver of accountability, empowering the leadership to manage the process of change. Understand and operate within the complex political context, adopting a continual process of learning and adaptation, and working with the system, its norms, culture and political dynamics, to maximise sustainability in line with 'what works' rather than import isomorphic systems which will fall away after programme exit. We bring deep existing relationships of trust with ISF and other SSA's, and a proven track record of fostering measurable performance improvement through a full locally owned approach.*

Led by Torchlight and supported by First Call Partners and B&S Europe, we have adopted a 'one-team approach' under the single authority of Team Leader Richard Bone. Torchlight experts will be leading the four intermediate outcome areas and be accountable for the delivery of agreed objectives in line with the Results Framework. All areas will be supported by experts from across the consortium and local partners. This avoids the emergence of silos, leverages maximum synergy between output areas, enables a genuinely cross-cutting approach to gender, human rights and conflict sensitivity, and provides BEB with a seamless service. As well as a deep grounding in the Lebanese context, our local partners provide specific expertise which is vital to conflict sensitive delivery: ABAAD specialises in gender sensitivity in Lebanon; ALEF is the country's leading Human Rights NGO; and REACH will use their national coverage and high quality data assurance mechanisms both to conduct surveys and build ISF capability to commission independent research as part of the programme sustainability plan. We currently operate alongside ISF and can uniquely demonstrate experience of helping them translate policy and strategy commitments into practical policing at local level across Lebanon. We enjoy strong relationships with the ISF Senior Leadership, including the DG, and ISF Territorial Gendarmerie units and Regional Police Commanders; and with a rich network of local-level CSOs. Strong relations and proven delivery with the LAF and GS give us the understanding and access required to foster better coordinated inter-agency working. We believe that this offers HMG the best possible resource for assisting ISF through a step-change in its capacity and approach.



Our Theory of Change is entirely consistent with the SOR and supporting context. Survey evidence indicates that the ISF remains unpopular in many parts of the country, and that this is partly due to a lack of trust in their ability to respond effectively to public security problems, and partly to a perception that they are unprofessional and corrupt<sup>1</sup>. The SP provides a framework around which to organise an institutional development and reform programme; but to be credible this programme needs to generate concrete evidence of improved responsiveness, performance and accountability to citizens across the country. To gain maximum benefit from this work, the ISF must be able to tackle problems at source and where they find them. This requires an organised and managed approach to implementation planning and results analysis, a strong backbone of resource management functions, and codified procedures to ensure that while the organisation responds locally it adheres to common principles wherever it operates. Our Theory of Change therefore states that:

**If** we support the ISF through training, mentoring, institutional procedure and planning and management systems to coordinate with civil society and other security actors to understand and respond to the priority security, safety and rule of law concerns of citizens; while supporting civil society at the local, regional and national levels to engage more confidently and constructively with the ISF and other security actors; **and** we strengthen the institutional policing delivery capability through infrastructure rehabilitation, equipment and training, and targeted support to capabilities for front line policing service delivery, **and** we support the ISF to build and institutionalise a robust police planning and performance management system; **and** we strengthen upward, lateral and in-service accountability and public communication; (OUTPUTS)

**Then** the ISF will (1) engage more deeply and sustainably with communities, (2) deliver more professional policing services, and (3) more efficiently and effectively manage and account for organisational resources against delivery (INTERMEDIATE OUTCOMES)

**Thereby** empowering the ISF to deliver more effective and accountable policing services with enhanced coordination with other security institutions (OUTCOME)

**Contributing to** increased public trust and confidence in the ISF, enhanced public safety and better management of the country's security challenges. (IMPACT)

**This theory of change, its linkages and the cross-cutting activities which underpin it, is illustrated in Graphic 1 on the final page.**

**A participatory inception phase to drive full ISF ownership from the outset:** During the inception we will: 1) conduct a lessons learnt analysis, identifying areas of success and failures from previous and on-going interventions; 2) host a series of ISF/BEB workshops to test the TOC, agree objectives and design an ISF-owned programme plan; 3) set metrics, targets, milestones and monitoring regime with ISF; 3) develop joint programme governance and management mechanisms and systems; 4) conduct a series of functional needs and gap analysis; 5) conduct a baseline gender and conflict sensitivity analysis. This will be incorporated in a comprehensive Inception Report, including budgets, counter terrorism funding plan, gender plan, conflict sensitivity plan, disability approach, finalised risk log and risk management plan, MEL plan, sustainability plan and metrics, and reporting and adaptation schedule. Because early delivery outside Beirut is critical to demonstrating immediate value to ISF and the public, we will move quickly to select 4 new locations alongside Beirut in which to undertake pilot delivery during the first 8 months. The selection process will be through a multi-stakeholder workshop at which the ISF, MoI and BEB identify priorities for the roll-out of the Strategic Plan, based on our bespoke intervention planning framework. The framework enables grading of areas and communities against three axes: (1) need - level of instability and insecurity, host-refugee ratios, economic status; (2) feasibility – area access, existing complementary initiatives to maximise impact; (3) conflict sensitivity – political and social factors which guide area selection. Once priority areas are identified we will support a localised conflict and stability analysis; a household survey to understand attitudes towards the ISF and the priorities of different groups; a PEA to identify potential supporters and those who may be more resistant to change; and work with ISF Regional Commanders to identify critical gaps.

**Fostering strong ownership from the very outset.** Recognising that the implementation of the SP is a major transformational change programme requiring significant senior level leadership from the ISF Director General while binding senior personnel from across the organisation's components into a coalition for change, we will foster strong ownership from the outset by running the inception phase transparently and in full partnership with the ISF. A comprehensive Functional Needs Analysis (FNA) will encompass the business processes of ISF (including planning and reporting, budgeting and finance management, HR management and information management), analysis of the professional development and training strategy, and police service delivery assessment in Territorial Gendarmerie regional headquarters and the selected pilot locations (to include analysis of operating methods, infrastructure and equipment, leadership and command and control). The FNA will be led by the ISF, under a senior officer appointed by the DG to conduct strategic analysis, bringing in relevant departmental heads. We will support this effort using tried-and-tested tools for institutional assessment, ensuring that ISF-led analysis informs ISF-owned Functional Solutions Design and programme plan, such that the process of reform is an internally-driven one supported by our experts, rather than an external imposition. The process of implementing the SP will, in addition, require considerable resources, including capable and committed personnel for Programme Management, and will be a significant investment of time and resource by ISF. The inception phase will identify the required level of resource and test the ISF commitment to provide the necessary investment, ensuring that the pace and ambition of delivery is realistic.

*multi-stakeholder buy-in both at national and local level from influential stakeholders members (MOI, ISF, municipality leaders, tribal leaders, religious and CSO stakeholders) is critical for programme success and sustainability. We propose to invite regional ISF commanders, regional government leaders and other donors to key inception phase workshops to deconflict priorities, minimise risk of overcrowding, and providing maximum influence for HMG.*

<sup>1</sup> For example, IA 2015 surveying found that trust in the ISF varied from over 90% in Rashaya to 10% in Tyre.



**Intermediate Outcome 1: Deeper and more sustainable community engagement and partnership:** This will be achieved through the establishment of Governorate-level community safety plans, led by the regional head of the Territorial Gendarmerie and overseen by Governor's Security Committees. **Added Value:** These plans will frame delivery of the ISF SP Objective 2 at municipal level, where we will follow our proven Community Safety Partnership approach, developed with the ISF and applied since 2017 in Akkar and Baalbek Hermel under the EU-funded Promoting Stability in Lebanon Through Community Engagement and Dialogue project. Each CSP will form a Community Safety Partnership Plan, jointly owned by the local commander, the mayor and key community leaders, informing development of Regional Policing Plans under Intermediate Outcome 2 below. We will deliver local in-situ training and mentoring for ISF platoon commanders, capacity-building work with local civil society groups and facilitation of CSP planning and implementation.

We will fund up to 8 CSP projects in year 1, and up to 16 CSP projects in the following years, helping the ISF meet concrete community safety concerns and deliver tangible improvements which impact quickly on citizens' day-to-day lives. Projects will be developed by CSPs with our mentorship and assessed for funding support against the four axes of (i) impact; (ii) value for money; (iii) inclusion and conflict sensitivity; (iv) sustainability. Effectiveness of interventions will be monitored using the ISF Performance Management Framework institutionalised under Intermediate Outcome 3 (below).

*Our work to-date demonstrates that the Community Safety Partnership approach increases trust between communities and ISF and leads to improvements in ISF behaviour. The CSP brings together policing and civil society actors to identify the causes of insecurity and develop coordinated responses to them. Partnerships are created in the pursuit of improvements in safety and security. Potential improvements include adjusted patrol patterns, infrastructure enhancement, or more clear neighbourhood management activities. The shape and outcomes of the process depend on the needs and resources available in each context, and the overall safety and security situation. In Mhammara, Akkar, safety at night was a major concern. A collaborative approach led to street lighting being installed across the town, accompanied by awareness sessions on the role of ISF. This has resulted in local women reporting an enhanced sense of safety, more regular dialogue with the ISF sub-section commander, and an enhanced ISF image.*

#### Intermediate Outcome 1: Headline results

Increased partnership between ISF and communities in target areas	Improved responsiveness and performance of ISF	Increased trust in the ISF by local communities	Enhanced sense of safety at local level
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**Intermediate Outcome 2: Sustainable police service delivery capability:** The ISF SP contains numerous commitments to improving institutional and personnel capacity. During the inception phase we will work within this framework to establish a hierarchy of priorities which will contribute directly to the programmes under ISF Strategic Outcomes 3 and 4. The precise focus of intervention will be finalised in inception, but we have held discussions with ISF leaders including the heads of strategy, training and operations and they identified a number of preliminary priorities, including custody facilities/processes and traffic management.

In line with the overall objective of enhancing public trust, we will place our initial emphasis on building front line capability to deal with the issues of greatest concern to citizens: low-level high-volume crime, neighbourhood safety, and local disturbances to order; with the potential to adapt into specialist areas of need where they meet ISF requirements and are in line with the HMG objectives. Corresponding with work under Intermediate Outcome 1, the CSPs will feed into work at governorate level to produce Regional Policing Plans. These provide the formal authority for the regional commander's utilisation and deployment of resources to implement local enhancements to policing, and drive police activity at municipal level. Plans will set out local policing intent in line with the SP objectives, feeding financial and human resource requirements for consideration by ISF HQ. *These plans will frame local delivery of the ISF Strategic Objective 2, with a particular focus on programmes 2.2.1, 2.3.2 and 2.3.4; and will feed into the institutional-level planning and MEL system described under Intermediate Outcome 3.*

Under Regional Policing Plans, targeted capacity building will focus on: (1) capability to respond to security incidents in a community-sensitive manner; (2) neighbourhood police operations (patrol and patrol management) for community assurance; (3) handling reports of crime and acting as the conduit to the ISF's more specialised investigatory functions. We underpin all of this work with a focused effort to enhance (4) coordination and information-sharing with other agencies and vertical coordination between national and municipal levels, based on (5) a more robust system for managing community-level information to inform an information-led approach to neighbourhood management.

Activities will be planned in close coordination with ISF leaders in the inception phase, and this will drive a capacity building and training plan which will include: (a) refurbishment of police stations at local level in support of the Regional Policing Plans; (b) patrol management training, mentoring and procedures; (c) information recording protocols and systems; (d) community impact assessment and local-level command and control systems reinforced with reliable and sustainable communications; (e) training and SOPs for responding to crime such as victim care, securing and preserving evidence and crime scenes, dealing with suspected offenders, interviewing witnesses, and conducting local enquiries. All intervention will align with and learn lessons from the Community Policing

*Enhancing inter-agency and national-to-local coordination begins with clarification of roles, primacy, mandates and relationships of the ISF in the context of each of the other SSA's and of the municipal police. Whilst for political reasons it is challenging to put in place ratified agreements or MoUs, in many cases Lebanese SSAs are good at operating together at a local level. We have successfully established 15 CSPs in the past two years with representation from all SSAs at local level, as well as municipal police and other informal security providers. By leveraging the power of local problem solving we capture what works in terms of roles and responsibilities and gradually bring the lessons learned to HQ. Over the life of the programme this will lead to greater clarity of role and enhanced intra- and inter-agency cooperation and coordination with the intention of codifying in SOPs if and where this is politically feasible.*

We have shown you only a part of the documents. You can find more .pdf files below.

## Complete Torchlight CSSF Lebanon British Policing Support Programme:

<https://www.pdf-archive.com/2021/01/03/itt-0393-torchlight-122-risk-management/itt-0393-torchlight-122-risk-management.pdf> (<https://www.pdf-archive.com/2021/01/03/itt-0393-torchlight-122-risk-management/itt-0393-torchlight-122-risk-management.pdf>)

<https://www.pdf-archive.com/2021/01/03/itt-0393-torchlight-123---mobilisation/itt-0393-torchlight-123---mobilisation.pdf> (<https://www.pdf-archive.com/2021/01/03/itt-0393-torchlight-123---mobilisation/itt-0393-torchlight-123---mobilisation.pdf>)

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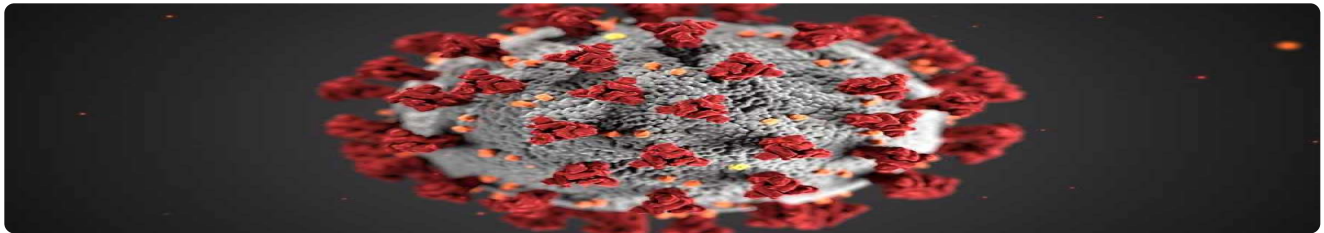
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