

Siren has a well established capability to set up and operate in fragile and conflict affected states, and follows clear principles and procedures, informed by the OECD's *Principles for Good International Engagement in Fragile States and Situations*.¹ Since 2008, we have established a presence in Lebanon and Jordan, recruited over 165 staff, and maintained this presence even in periods of high tension and armed violence. In a review of Siren in Jordan, Siren's leadership was commended for **'the speed with which they were able to put together a credible response to urgent problems...in effect from a standing start'**². We prioritise building trusted relationships with partners through political and conflict analysis, cultural sensitivity, and shared success. We employ rigorous problem analysis and innovative interventions that are gender and conflict sensitive to drive sustainable change. Our multidisciplinary teams are diverse and highly skilled. We are committed to making a difference, and believe that change cannot be done for organisations - it must be done by and in effective partnership with them. As a result, our approach will always be collaborative, client-centered and holistic. Working in post-conflict and fragile states, we recognize the value of being flexible, adaptive and responsive to our partner organisations' changing needs. In addition, Siren has substantial experience of the logistics required to set up project support, including stringent safety and security policies and rigorous local procurement and recruitment, which provides our framework for future implementation.

Understanding the context: political economy and conflict analysis

Throughout implementation, Siren deploys in-house expertise to conduct thorough political economy and conflict analysis. We prioritise local staff and regional expertise among our staff. In Lebanon, 14 out of 20 staff are national, and 15 of 20 are bilingual or trilingual, allowing us to be deeply embedded in the context. Our analyses draw on our established networks, including refugee representatives, community leaders, religious leaders, security agency chiefs, ministers and prime ministers, universities, gender and human rights CSOs, in addition to FCO and broader HMG stakeholders. Our analysis reflects HMG guidance and best practice, including the Joint Analysis of Conflict and Security (JACS). This level of understanding has allowed us to engage effectively with relevant partners. For example, our political economy analysis of the Jordanian Public Security Directorate showed that, in terms of project approval, the Head of Special Branch was the key decision maker, rather than the Head of International Cooperation. As a result, we focused on building relationships with both stakeholders. Our thorough and continuous analysis has been recognised in independent evaluations, one of which noted Siren's **'well-developed understanding of the political economy of the policing sector'**.³ We will bring this dedication to understanding complexity to any new project.

Managing differences in approach. Siren's approach is client-centered. We work with clients to understand the problem, and to collectively come up with ways to address the problem, rather than imposing 'solutions'. In Jordan, our partner organization, the Jordanian Public Security Directorate (PSD), presented an approach to community policing which was partial and focused mainly on public relations, whereas effective community policing is about establishing an organisation-wide philosophy and practice. We worked closely with the PSD to develop a pilot community policing programme in refugee camps and then host communities which resulted in increased community trust and community safety. As a result of this long-term, collaborative engagement, the holistic model of community policing is now being extended by PSD throughout the organisation. When dealing with differences in approach in any future project, Siren will maintain this client-centered, listening approach.

Building trust with key partners

Deep contextual understanding, cultural awareness and shared success has helped Siren build trust with its key partners, both state and non-state actors. The end of project report for the CSSF-funded Jordan Policing Project (JPOL 2014-2017) stated that Siren had 'developed strong trust-based relationships with their counterparts, demonstrated in their on-going willingness to engage with Siren on sensitive and complex issues'. Siren's trusted relationships are evidenced by the successful implementation of even 'contentious' projects, including our support to mainstream gender considerations into the ISF in Lebanon.

¹ OECD '*Principles for Good International Engagement in Fragile States and Situations*', 2017

² Jordan Policing Project: *End of Project Review*, 2017, p5

³ Ibid, p2

In 2008, the dominant culture within the ISF saw no role for women in the provision of security (with only two women officers), nor any differentiation between the security needs of women, men, girls and boys. This led to security issues for women and girls, including gender discrimination in provision of police services, lack of meaningful female representation in the workforce and in decision-making processes, poor rates of recruitment and retention of female officers, and significant under-reporting of VAWG/SGBV.⁴ However, through a decade of Siren's work with the ISF, including relationships with three consecutive Director Generals, and through consultation with the public and CSOs, Siren has supported the ISF to begin the journey of mainstreaming gender considerations as well as recruiting over 1000 women. A commitment to advancing the role of women in policing has now been enshrined in the ISF Strategic Plan 2018-2022. By continuing to use our sensitive, open and client-centered approach to build trust with key partners, we will support beneficiaries to address difficult issues when establishing a base in new contexts.

Establishing safe and secure operating bases

Siren has an established headquarters in Beirut and operating bases in Amman and Belfast, and is capable of establishing secure project bases rapidly. In a 2017 end-of-project review commissioned by the British Embassy Amman, JPOL was praised **'for the speed and agility with which the initial phase of the project was established'**⁵. Siren recognizes its duty of care to its staff (national and international) and partners, and follows a security policy based on up-to-date risk management and conflict analysis. This policy would be rigorously applied in the establishment of any new operating bases. Siren's security policy rests on: constant political and conflict analysis and an associated risk register, many of its members' long-term experience as police officers, and its practical security procedures, reporting and analysis, and security coordination mechanisms.

Siren has a dedicated security officer responsible for overseeing security, managing coordination mechanisms and escalating response. Siren's pre-deployment training, run in Northern Ireland, covers a country briefing, cultural/situational awareness, project aims and objectives, guidance on being an effective consultant/advisor, working with interpreters, threat awareness, personal and team safety, incident response, trauma training, defensive driving, convoy drills, vehicle maintenance and effective communications as well as Hostile Environment Awareness Training. Siren runs an ongoing risk register in every base, and would establish a full risk register prior to the inauguration of any new bases. Our risk register draws on sources from within Lebanese and Jordanian security services and the FCO travel advice, to keep abreast of security conditions and adapt accordingly. The establishment of a new base would begin with strong analysis of the local context and outreach to key stakeholders who could inform Siren's security policy.

Operational support services: local procurement including accommodation, material and services

Siren will ensure that any new presence follows the Siren procurement policy, a publicly available document that adheres to EU procurement guidelines. Siren has procured over £2.97m in works and services in Jordan and Lebanon since 2015. Siren's key principles for contracting operational support services include value for money, defined as per UK government Guidance Public Procurement Policy as 'the best mix of quality and effectiveness for the least outlay over the period of use of the goods or services bought', fair competition, full transparency, and equal treatment. All new Siren operations would follow these principles.

Experience recruiting local staff (including interpreters), and keeping them and equipment safe

In any new operational base, Siren deploys a systematic recruitment system (as outlined in Q1.2.1) to ensure that the right person is hired, in compliance with local labour law, and inducted appropriately, according to clear and rationalised responsibilities, without discrimination. We strive to recruit local staff and extend our duty of care to all national and international staff. National staff are at the centre of the organisation, and half of the gender-balanced board of directors are Lebanese. Siren has recruited 62 local staff and contracted innumerable translators and interpreters for high-level meetings and documents in addition to more informal meetings. Siren maintains an equipment register and marks equipment, carrying out periodic inspections to ensure appropriate safety standards.

⁴ One SGBV-focused CSO estimate that less than 1% of SGBV cases are brought to the ISF.

⁵ Jordan Policing Project: *End of Project Review*, 2017, p19