

### 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: Clear contracting and joint buy-in between Siren delivery team, HMG, ISF Senior Command, and ISF project managers.</b></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: 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.</b></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: build greater ISF ownership of the change management process while maintaining alignment between beneficiary, client, and supplier.</b></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: Effectively transfer project outputs and agree lessons learnt and recommended next steps to build sustainability of outcomes beyond project close.</b></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>

### 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

Direct Beneficiary Relationship Management Strategy

Siren's stakeholder analysis and engagement strategy mapped against the ISF organogram. Providing strategic overview of key ISF stakeholders, their relationship to the programme, their degree of current buy-in, and Siren's engagement strategy for building/maintaining buy-in across project phases. Including a mapping of formal governance structures.

