

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.¹ 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.

¹ 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.**² 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 (RMEL) 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 RMEL 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.

² Jordan Policing Project: End of Project Review, 2017, p. 6.