

## 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 Lockett (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.