

A closer look at our

# SECURITY SECTOR TRANSFORMATION

November 2024



# ABOUT SIREN



In 2008, Siren Associates was founded in Lebanon with a vision to transform the approach to security sector reform – while our work now spans the security, justice and governance sectors, Security Sector Transformation (SST) still sits at the heart of what we do.



**15+**

Years of experience

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**20+**

Security institutions, ministries & government relief agencies supported

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**\$45+**

Million delivered in programming in the past 5 years

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**70**

Core staff

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**200+**

SST, social science and ICT experts

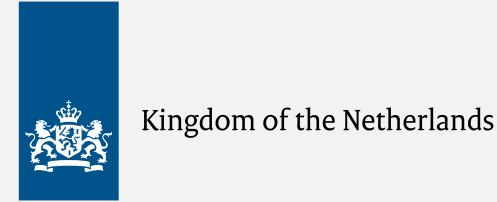
# TRUSTED EXPERTISE



We deliver human security provision across the Middle East and North Africa and beyond, through:

- Change management
- Research
- Digital innovation, with our sister company Siren Analytics

We have reputation of delivering excellence, across a diverse range of government and international institutions.



# OUR APPROACH



## THE DEVELOPMENT OF CAPABILITIES CANNOT BE DONE FOR ORGANISATIONS

It must be done by and in effective partnership with them. Using Siren's CCC Methodology, we ensure partners retain ownership of the change management process. This practically embeds the skills necessary to rise to the next challenge, with or without Siren.



## WE REJECT A "ONE-SIZE-FITS-ALL" MODEL

We leverage data and research to enable agile delivery, equipping our partners with cutting-edge insights to empower adaptive action. From machine learning to door-to-door surveys, our methods maximise impact and power long-term change.



## THERE IS NO "QUICK FIX" FOR REAL SST

We take a holistic approach that transforms security agencies' systems, structures and strategies – adapting to emerging problems in support of our partner's vision. We engage across the security ecosystem – justice, civil society, governance – to catalyse sustainable change.





LEADERSHIP  
& STRATEGY



COUNTER  
TERRORISM



PUBLIC ORDER  
MANAGEMENT &  
INTEROPERABILITY



CRITICAL INCIDENT  
RESPONSE & FIRST  
AID TRAINING

# NATIONAL SECURITY



We support police, military and first-response teams in low-resource environments to develop strategies, shape new leaders, and build effective units – ensuring institutions can respond to and adapt with the world's swiftly evolving security context

# LEADERSHIP & STRATEGY



NATIONAL SECURITY



Achieving effectiveness is founded on clear strategies that accurately respond to changing operational demands, and leaders capable of bringing this to fruition.

Siren supports institutions **design, review or update their strategic plans** and craft a vision combining crisis response with long-term reform.

Siren further **empowers the next generation of leaders** from unit-level change champions to top echelon decision-makers. Siren fosters leadership and strategy development through:

- Leadership & change management trainings
- Mentoring & daily mentorship
- Bespoke capacity building plans
- International exchange visits
- Partnerships with universities
- Professional development programmes with security agencies' schools & academies
- Participatory development and roll-out of evidence-based strategies
- Direct support to interior ministries

# COUNTER TERRORISM



NATIONAL SECURITY



We work with police and military to **build institutional ability to detect, disrupt, and respond to terrorist attacks**, training and mentoring CT units to equip personnel with the investigation and operational skills to disrupt and arrest violent extremist groups.

Leveraging a roster of cutting-edge CT specialists across advanced capabilities, our trainings and SOP reform include:

## CT INVESTIGATIONS

- Modern interview techniques
- OSINT & cyber investigations
- Forensics
- Court readiness
- AML & CFT investigations

## TACTICAL & OPERATIONAL SKILLS

- Firearms training
- Building search & vehicle extraction
- Close quarter & room combat techniques
- Prisoner handling techniques
- Tactical movement profiles
- Containment

# PUBLIC ORDER MANAGEMENT & INTEROPERABILITY



NATIONAL SECURITY



We assist police institutions **strengthen public order preparedness**, through improved command and control, public order training, mentoring, and technical assistance. We see crises as opportunities to support partners drive sustainable organisational changes, e.g.:

- Revised use of force doctrine – which set the basis for ethical, effective public order response
- Human rights policies and procedures
- Streamlined command structure

Similarly, we leverage public order and other high-visibility successes to **advance interoperability amongst national security agencies**:

- From improving Critical Incident Response abilities (e.g. through multi-agency joint table-top exercises and live scenario-based trainings)
- Building cross-agency counter-terrorism investigation architecture



# CRITICAL INCIDENT RESPONSE & FIRST AID TRAINING

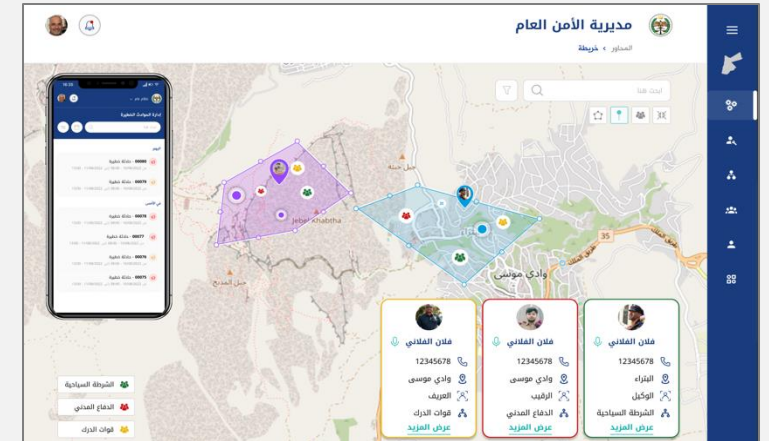


NATIONAL SECURITY



From Jordan to the Philippines, we **establish, equip, and train first-response units to respond to crises, terrorist attacks, and natural disasters** in major tourist sites and security hotspots. Siren works across the security and civil defence apparatus to identify cooperation stumbling blocks, break down silos and foster inter-agency CIR capabilities. We ensure countries are capable of rising to the unexpected through:

- Threat assessment & process review of operating capabilities
- Multi-agency CIR plans, including digital contingency planning (see mock-up on the left)
- Multi-agency joint table-top exercises & live scenario-based trainings
- Enhanced command and control & decision-making (e.g., JESIP, M/ETHANE)
- First aid & trauma first aid training (basic & advanced, train-the-trainer), Care under fire



Fenix™ interface

# NATIONAL SECURITY



## Case Study

### BRINGING IT ALL TOGETHER: SPEARHEADING INTEROPERABILITY IN LEBANON THROUGH ENHANCED PUBLIC ORDER MANAGEMENT

In 2020, Siren brought together the Lebanese army and police for the first-ever workshop on interoperability. How? The police's new professionalism and capability in managing public order events – pivotal for the legitimacy of and trust in security institutions during a time of ongoing citizen critique and unrest – had become evident. This shifted the army's perception of the police, previously a barrier to interoperability. Plagued by overlapping mandates and a lack of coordination, this is a critical step in securing effective and human-rights compliant public safety.

Since 2014, Siren has helped transform Lebanon's public order response: developing and introducing human rights compliant Public Order Manual of Guidance and the Use of Force Guidelines, equipping and training specialist units like the Mobile Forces, mentoring leaders for effective command and control, and integrating human rights monitors at protests. At a time when trust in almost all of Lebanon's major institutions fell, trust in the police held fast.

This shift led the agencies to conduct joint planning missions for the first time during the 2022 elections. Siren is now working with the army to adapt and install Siren's tailor-made policing software "FENIX" in the army Operations Room, which will further cement interoperability mechanisms between the two agencies, creating the first secure route for live operational management for public order events and data-sharing.



BESPOKE DIGITAL  
SYSTEMS



SOCIAL  
INCLUSION &  
HUMAN RIGHTS



COMMUNITY  
POLICING THROUGH  
PARTNERSHIP

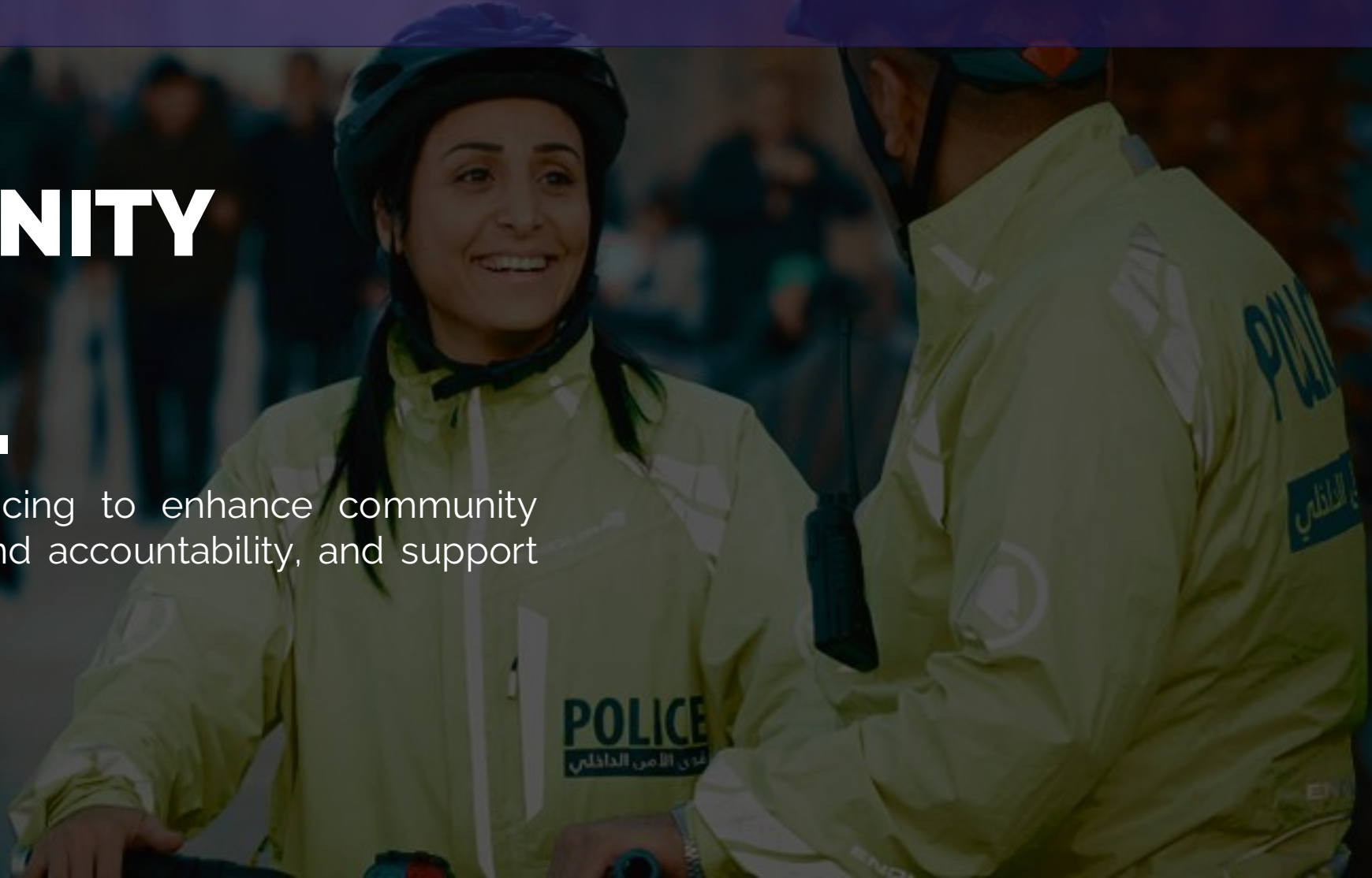


SUSTAINABLE  
INFRASTRUCTURE

# COMMUNITY SAFETY



Intelligence-led policing to enhance community safety, build trust and accountability, and support effective response



# BESPOKE DIGITAL SYSTEMS



COMMUNITY SAFETY



With a team of multi-lingual digital specialists and programmers, **we build powerful yet affordable digital systems from the ground up & empower analysis teams** – tailoring to existing workflows while supporting development of new capabilities.

This includes supporting security agencies establish and enhance their Command and Control Centres (CCC) ecosystems. We co-design and deploy bespoke digital solutions acting as security agencies' central interface for capturing and analyzing data gathered in their day-to-day work – accelerating security agencies' transition to Intelligence-Led Policing.

Modular formats allow for our solutions to support a limitless range of operations, with existing modules developed for:

- Investigations
- Patrol dispatch
- Intelligence
- Case management
- Inspections & complaints
- Police station & custody management
- Public order management



Fenix™ interface

# SOCIAL INCLUSION & HUMAN RIGHTS



COMMUNITY SAFETY



## **Social inclusion and human rights are mainstreamed in the design and content of our work**

– ensuring security agencies are equipped with the data to inform and the safeguarding structures to uphold and protect the rights of all.

We stand-up and train Analysis and Planning Teams capable of auditing and processing data to analyse crime trends and social media monitoring - disaggregated by relevant intersectional markers (e.g. sex, age group, location) – to generate analytical products that inform policing priorities, including strategic threat assessments and tactical assessments. This is an important and dynamic means of providing regular understanding of differential community safety and security realities.

Our software and analytics use Siren's **Intersectional Data Collection & Analysis for Representation & Equity (ID-CARE)** protocol, which progressively ramps the intersectionality of data collected in step with growing partner capacity and awareness, hardwiring gender mainstreaming and inclusion into the Intelligence-Led Policing approach.

# COMMUNITY POLICING THROUGH PARTNERSHIP



COMMUNITY SAFETY



**Community engagement & community policing** is at the core of Siren's expertise and approach to SST. Within the Intelligence-Led Policing model, communities are the central partner in articulating and building community safety, while lowering the barriers to sharing information.

We foster community engagement, using CCC data and working with residents and stations to identify local safety priorities and co-design appropriate responses (e.g., bicycle patrols) and assist Public Relations departments with social media messaging around initiatives.

We help develop inclusive policy guidelines for strategic communications and train officers on the guidelines. In addition to building trust and increasing social value, these initiatives enhance local police capabilities to address context-specific risks (violent extremism; community, ethnic, and/or host-refugee tensions), as well as gender and inclusion concerns.

# SUSTAINABLE INFRASTRUCTURE

## COMMUNITY SAFETY



In fragile and conflict-affected states or growing economies, sustainable models can be key to meeting citizen needs – through the ups and downs. Siren builds using **durable infrastructure & renewable energy**, which supports a range of functions and infrastructure, including:

- Community engagement including close to the community bicycle patrols
- Dignified detention cells, with solar-powered ventilation
- Resource efficient crime-solving, with solar and battery-powered CCTV cameras that keep running through power outages, to provide critical data for Intelligence-Led Policing.

Particularly in Lebanon alternative power sources have proved critical to continued crime solving through an ongoing national energy crisis.\*

*\*From 2018 to 2021, 4,578 crime investigations and judicial decision relied on CCTV, while 555 crimes were uncovered using CCTV data. 80% of crime intelligence produced makes use of CCTV visual data and analysis. Before Siren intervention, 67% of Beirut's CCTV was out of commission and the remaining could only operate 2-4 hours a day during state electricity. Now, an ever growing number are solar and battery powered.*

# COMMUNITY SAFETY



## Case Study

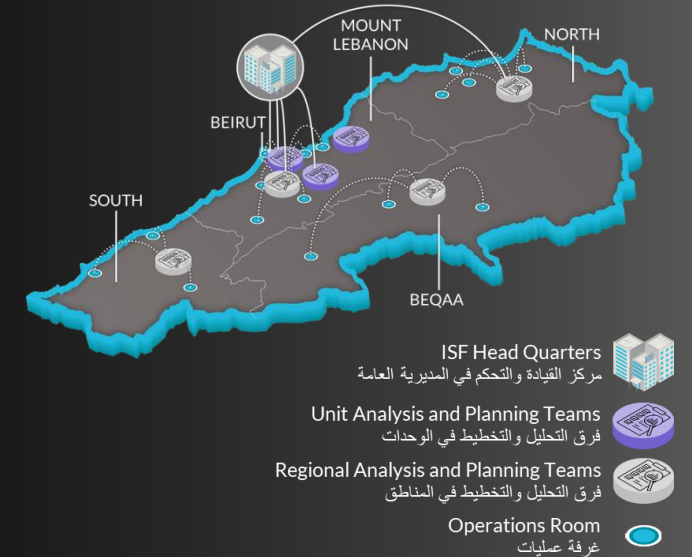
### FROM FAXING PAPERS TO A NATION-WIDE COMMAND-AND-CONTROL ANALYSIS NETWORK: BUILDING “FENIX” FOR LEBANON

Siren's assistance to the Lebanese Internal Security Forces in establishing a Command & Control Centre (CCC) within the Police of Beirut is a key example of how an approach combining change management support and digital technologies can drive institutional change. The intervention encompassed departmental restructuring, a Siren-designed state-of-the-art facility, intensive training and mentoring, re-engineering of police reporting processes, and the deployment of Fenix™, Siren's custom-built incident management and analysis software.

The CCC concept has been introduced to both ISF Headquarters and North Command, regional operation rooms, and the roll-out of Fenix™ nationwide – connecting analysis capabilities across all of Lebanon.

Notably, the roll-out of the North Lebanon (NL) CCC in Tripoli occurred amidst a total collapse of security in NL.

However, Siren's core methods enabled success through securing buy-in, ongoing monitoring and evidenced-based implementation. CCC activity significantly supported NL ISF staff to better understand and address emerging threats, such as the hijacking of oil tankers during the fuel crisis. In 2021, 55% of the public in NL trusted the ISF, in 2022 this figure was 81%.







BARRIER ANALYSIS  
& REFORM



WOMEN IN  
LEADERSHIP



WORKING WITH  
MEN & BOYS



CIVIL SOCIETY  
PARTNERSHIPS

# WOMEN, PEACE & SECURITY



In line with UNSCR 1325, and SDG 5 and 16, we deliver contextualized and bespoke solutions to promote women's meaningful participation, leadership & representation in law enforcement – above and beyond meeting gender quotas

# BARRIER ANALYSIS & REFORM

WOMEN, PEACE & SECURITY



We help security agencies to take a data-driven approach to analysing the gendered barriers and opportunities unique to their context, culture, and staff.

This includes conducting **Participatory Gender Audit (PGA)** to better understand their institutional ability to mainstream gender considerations in their operational and organization activity. We then aid partners in enhancing and aligning their systems to **transform gender-sensitive policies from paper documents to real-life changes:**

- Increasing access to childcare and shift-work that's compatible with societal obligations for women
- Launching effective complaint mechanisms that build accountability
- Refurbishing facilities for an inclusive design that meets needs for all genders
- Establishing Gender Offices or revitalizing existing similar functions

# WOMEN IN LEADERSHIP



WOMEN, PEACE & SECURITY



We take a participatory systems-change approach to dismantling barriers and building opportunities for **women's meaningful participation in operational and leadership roles.**

We support partners, in particular police schools and academies, to empower the next generation of female leaders and to effectively mainstream gender considerations, including basic GESI concepts, across all training efforts. We also deliver specialized training to upskill women to open new career opportunities, for example through tactical firearms & search techniques or deployment in UN Peacekeeping Forces.

In collaboration with academies and partner units, we:

- Establish support networks and mentoring schemes for women
- Create talent pipelines or fast-track schemes to reduce promotion barriers for female officers
- Support integration of women into specialized analysis teams in ways that allow long-term use of investigative capabilities
- Catalyse ground-breaking integration in tactical teams

# WORKING WITH MEN & BOYS

WOMEN, PEACE & SECURITY



Siren also helps **explore and transform ideas of masculinity** that limit or endanger men and boys, as well as women.

For example, we strive to mitigate safety issues in public order operations resulting from manifestations of an authoritarian policing culture or conflation of violence and masculinity (“I must respond to disrespect with a show of force”), by providing alternative management models that are decentralized and accountable (“I am a legitimate protector of the community”). This allows for the performance of alternate, more measured masculinities, that both align with modern policing standards and are culturally appropriate for the context.

These changes occur though:

- Mentorship
- Role modelling
- Evidence & best practice
- Creating open spaces for dialogue
- Fostering a culture of accountability
- Updating management models and roles

Men are essential partners in progressing the WPS agenda. Fostering coalitions, using participatory methods, and securing allies across the institution is critical for any meaningful change in gendered dynamics.

# CIVIL SOCIETY PARTNERSHIPS



WOMEN, PEACE & SECURITY



As UNSCR 1325 highlights, securing peace and security for all requires a whole-of-society approach. We **partner with and support women's rights organisations and under-represented groups** that champion reforms for under-recognised groups in our efforts. This partnership approach and a focus on gender and social inclusion is a cross-cutting priority through our work on community policing, WPS, judicial reform, human rights, and more.

For example, while supporting police to better engage the community, we also empower women and civil society groups to identify, express, and workshop solutions for their safety and security needs. Women's rights groups and civil society organisations are also critical partners in understanding and addressing push-pull factors for violent extremism.

This whole-of-society approach underpins our efforts in supporting police to transform how they approach gender-based and intimate partner violence, a key part of the WPS agenda.

# WOMEN, PEACE & SECURITY



## Case Study

### ADDRESSING AN UNMET NEED: TACKLING RISING ONLINE GBV IN JORDAN USING A CIVIL SOCIETY-POLICE PARTNERSHIP APPROACH

Siren's research identified interpersonal cybercrime & online gender-based violence (GBV) as a key concern of a third of Syrian refugees and Jordanians. Jordan's police (PSD – Public Security Directorate) estimated 80% of interpersonal cybercrime victims are girls or women, primarily through sexual extortion and blackmail, yet the majority reporting are men. Why? Significant cultural and institutional barriers to reporting were paired with a weak response network. Traditional protection mechanisms, for example UNHCR or community-based organisations (CBOs), are ill-equipped to deal with the technical aspects of online GBV and cybercrime in Jordan. Meanwhile, the PSD's Cybercrime Unit traditionally focused on finance and business – and lacked the training to handle sexual extortion and blackmail.

In 2020-2021, Siren refurbished and updated Cybercrime Unit facilities and operating procedures to enable effective engagement with GBV. Concurrently, Siren trained and supported CBOs across Jordan to design and deliver community safety programmes, including murals, community plays, and games – all sharing information about risks, support options, and contact details. The PSD participated, offering expertise and listening to new concerns. At one event, a female student approached the trainer, she had been subject to online blackmail for over three years. As a result, the perpetrator was identified and investigated.

This hugely successful programme fostered unprecedented partnership between the PSD and community members – ultimately being showcased on national television and radio in 2022.



ACCOUNTABILITY  
& OVERSIGHT



GENDER EQUALITY  
& SOCIAL  
INCLUSION

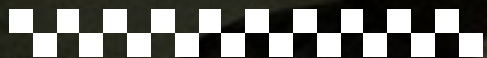


SECURITY AGENCY  
& CIVIL SOCIETY  
DIALOGUE



RESEARCH &  
POLICY  
DEVELOPMENT

# HUMAN RIGHTS



Siren supports security agencies elevate their human rights compliance to ensure accountability, across societies' most vulnerable groups

# ACCOUNTABILITY & OVERSIGHT

## HUMAN RIGHTS



We work with security agencies' relevant departments, including Inspections and Human Rights divisions, to **improve internal accountability and violation monitoring** – a central function in ensuring human rights norms are upheld through all activities. In support, we:

- Review mandates and job descriptions, develop SOPs and Human Rights Guidelines, provide personnel with the analysis capabilities, tools and equipment to effectively perform their duties
- Support agencies to monitor detention conditions by co-designing case management software, and institutionalizing new reporting practices
- Resource agencies to reduce violations in detention by supporting them with means to refurbish detention facilities (e.g. ventilation, lighting, space requirements) and linking them with legal counsel providers so that detainees' rights are respected



# GENDER EQUALITY & SOCIAL INCLUSION

## HUMAN RIGHTS



**We integrate GESI considerations and mainstream Human Rights across our portfolio** so that the rights of all communities are upheld, through:

- Collaboration with police schools and academies to institutionalize human rights compliant curricula & embed these practices into systems and processes – in line with national legal frameworks and international legal standards
- Training-of-trainers programmes that ensure the sustainable roll-out of newly adopted curricula and to foster institutional ownership of GESI integration
- Building safeguarding mechanisms into deployed technologies (e.g. SOPs on CCTV usage that delineate user rights) & mechanisms to mitigate implicit bias in data collection, review and analysis that may disadvantage marginalized groups

# SECURITY AGENCY & CIVIL SOCIETY DIALOGUE

## HUMAN RIGHTS



We play an integral role in **convening security agencies and civil society to foster a whole-of-society approach to identifying human rights failures** – and solutions to prevent them from recurrence. For example, we help:

- Enhance police responses to Gender-Based Violence and Domestic Violence by facilitating crime reporting to the police and advocating for new mechanisms to hold officers to account for failing to handle GBV cases
- Facilitate local and international human rights monitors to engage the police to co-develop codes of conduct
- Convene civil society, security agencies and key ministries in workshops to ideate new reform initiatives to reduce overcrowding in prisons

# RESEARCH & POLICY DEVELOPMENT



## HUMAN RIGHTS



Leveraging our multi-disciplinary research teams, we **analyse processes to identify bottlenecks and co-design policy solutions with security agencies**, in areas such as custody, investigations, or reporting. This includes:

- Direct observation of police detention facilities to assess conditions,
- Procedural mappings to facilitate tech-enabled process re-engineering
- Updating and streamlining due process and custody tools with enhanced SOPs, communication materials and training courses for custody officers
- Gender-sensitive Conflict & Political Economy Analyses (CPEA)

# HUMAN RIGHTS



## Case Study

### FROM A FORGOTTEN TEAM TO A CENTRAL UNIT: TRANSFORMING & REVITALISING THE ISF HUMAN RIGHTS DIVISION IN LEBANON

In Lebanon, Siren helped transform the police's Human Rights Division (HRD) from a single officer with an uncertain role, to a unit equipped with a coherent mandate, SOPs, Human Rights Guidelines, and capabilities to effectively perform gender-sensitive human rights monitoring of police activities.

Siren support enabled regular and methodologically sound ISF-led human rights monitoring. During the second and third year of our British Police Support Programme (2020-22), the newly empowered HRD conducted 62 monitoring missions in police stations, prison cells and health facilities. In complement to our support in transforming public order management in Lebanon, which included training and use of force guidelines, Siren supported the integration of the HRD. For the first time ever, police human rights monitors are deployed in Lebanon to major protests and public order events, building visible police-led accountability.

In 2022, Human Rights Division produced their 2021 annual report, which is both intersectional (disaggregates victim, detainee and perpetrator information by sex, age group, nationality and other social markers) – compiling data and statistics from all relevant divisions, including the Territorial Gendarmerie (detention and complaints data), Police of Beirut (detention and complaints data) and the Judicial Police (domestic violence data).

Human  
Rights  
Division

## GET IN TOUCH

Interested to learn more? Check out our website:  
<https://sirenassociates.com>

Interested to explore partnership? Contact our  
Strategy & Programme Development Team:  
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Want to learn about our sister tech company,  
check out Siren Analytics at  
<https://www.sirenanalytics.com/>

