

UN Global Compact Communication on Progress 2020/21

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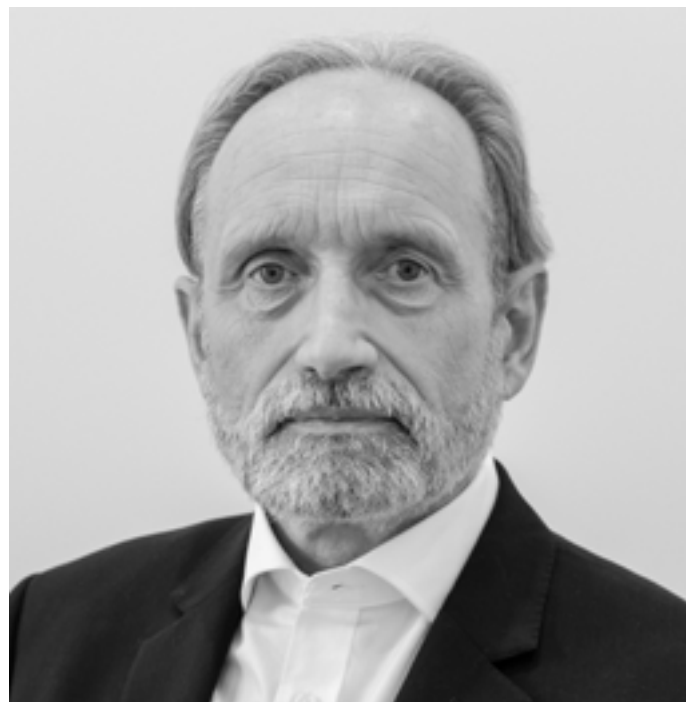
This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

For more information on Siren's involvement in the UN Global Compact, reach us at:

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Chair of Board of Directors' Statement



I am pleased to reaffirm Siren's support of the Ten Principles of the United Nations Global Compact in the areas of human rights, anti-corruption, labour and environment.

Our commitment to these principles is reflected in Siren's mission statement: ***driving innovation at the leading-edge of public sector transformation, helping partners reimagine the possible in the service of safe, just and free societies.*** Our newly launched Strategic Framework 2021 furthermore outlines a clear trajectory to realise this mission.

The COVID-19 pandemic has raised the stakes against safety, justice and freedom by sharpening inequalities and societal fractures worldwide. In fragile states, the social and economic impact of the crisis has amplified instability and is likely to further erode already limited trust in governance institutions.

Certain state and non-state actors have meanwhile attempted to silence critical voices exposing corruption and public mismanagement. These attempts to shrink civic space, whether through violence or legislation, threaten to undermine social cohesion while social media is simultaneously accelerating the spread of divisive content and misinformation.

A handwritten signature in blue ink, appearing to read 'J McIvor', with a stylized flourish at the end.

Siren has responded to these challenges over the past year by supporting our partners to become more transparent, inclusive in decision-making and responsive to people's needs. We have placed a particular emphasis on working toward broad-based participatory governance, with the full inclusion of women and youth. Promoting the development of meaningful partnerships between the state, civil society and different social groups has equally been a priority in our work building safer communities and more accountable policymaking processes.

To harness the transformative power of data analytics and digitisation in public sector reform, Siren joined forces with tech company, CME Offshore. The result is Siren Analytics. Through this sister company, we are creating digital solutions that open new avenues for dialogue and generate insights for our partners about why people do the things they do. We then support our partners in using these insights to reimagine their business practices in the pursuit of long-term societal goals.

This third annual Communication on Progress provides a non-exhaustive overview of our activity in these areas, demonstrating how Siren has advanced the Ten Principles in our own work practices, while promoting them among our partners.

Jonathan McIvor MBE
CEO & Chair of Board of Directors
April 2021



About Siren

Siren combines social science research methodologies, a deep understanding of public policy and mastery of organisational change management to solve the big problems of today. With sectoral specialisation in governance, security and justice, we build the capabilities of civil society and the public sector to become more responsive to the needs of their communities. We support our partners to build societies where power is matched by accountability, justice is available for all, and security expands core freedoms.

Realising our vision is inextricably linked to the Sustainable Development Goals (SDGs), and a number of the goals have been integrated directly within our business model and organisational structure. The SDGs provide us with the opportunity to align our individual mission with that of the global community, articulate our priorities with regards to the 17 goals, and reaffirm our commitment to working with our local, regional and international partners in bringing about a more just, safe and free world.

We drive innovation at the leading edge of public sector transformation, helping partners reimagine the possible in the service of safe, just and free societies.

Contributing to the Sustainable Development Goals



16. Peace, Justice and Strong Institutions

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Sustainable Development Goal 16 lies at the core of our work. We partner with security actors, public sector entities, civil society and donors to foster a more inclusive, rights-based approach to justice and security.



5. Gender and Equality

Achieve gender equality and empower all women and girls

We have integrated a gender-sensitive approach within our entire project management cycle and our internal corporate development. We prioritise gender-mainstreaming across all our operations, and our programs and have implemented gender-specific projects that strengthen women's participation within public sector security services.



10. Reduced Inequalities

Reduce inequality within and among countries

Our interventions are based on the conviction that justice and security actors, as well as other public sector entities, should be accessible to all, and non-discriminatory in the services they deliver. We work with local partners to introduce new systems and processes, regulations and accountability measures that ensure institutions are compliant with international standards prohibiting discriminatory practices. Equal access to justice is a core tenant of our approach.



11. Sustainable Cities and Communities

Make cities and human settlements inclusive, safe, resilient and sustainable

Our work contributes toward making cities and human settlements more inclusive, safe and resilient. Working with a broad range of actors, including local civil society organisations, community groups, UN agencies, local administrations and security institutions, we devise and implement initiatives that seek to address the root causes of conflict, reduce violence and promote safe societies.

Committed to the Global Compact Principles

We contribute to the ten principles, both internally and externally, through:

Building a Sustainable Business Model

We have updated and/or amended policies to continue to align our business practices with the Ten Principles of the Global Compact. We continue to take concrete action internally to uphold these principles and improve the way we work. We ensure an ethical, environmentally conscious and rights-based business practice that places our people and their wellbeing at the centre of what we do.

Supporting our Beneficiaries, Partners and the Community

Our mission is centred on building a safer world for all in which governments and institutions are accountable to their citizens and respectful of their rights. We pride ourselves on working with a wide range of stakeholders in the security and development sector, including security actors, public sector institutions, local and international civil society organisations, and donor partners and governments. The Global Compact principles are embedded in all of these relationships.

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights

Principle 2: make sure that they are not complicit in human rights abuses

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges

Principle 8: undertake initiatives to promote greater environmental responsibility

Principle 9: encourage the development and diffusion of environmentally friendly technologies

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

Principle 4: the elimination of all forms of forced and compulsory labour

Principle 5: the effective abolition of child labour

Principle 6: the elimination of discrimination in respect of employment and occupation

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery



Actions Taken

Human Rights

- **Siren guaranteed that its work follows a human rights-based approach by elevating 'client-centredness' to being the company's organisational philosophy.** This approach empowers clients, partners, and beneficiaries to identify problems for themselves as well as find the appropriate solutions. It aligns with UNFPA's definition of a human rights-based approach, which specifies that people must be "recognised as key actors in their own development, rather than passive recipients of commodities and services."
- **Siren underwent a process to embed conflict sensitivity across the organisation. As a first step Siren has created a range of regular and one-off analytical products to allow staff to grasp and take into account relevant conflict dynamics, and adjust their programmes accordingly.** The analytical products provide insight into the power relations and interests of different actors, and potential conflict dynamics that might be negatively triggered by our programming. To further examine the impact of our programmes across Siren's interventions in the British Policing Support Project, Siren's dedicated conflict sensitivity advisor has carried out workshops and focus groups to help build staff understanding of how to identify the risks to project implementation. Importantly, they also build the ability to recognise the chances of further human rights violations to historically marginalised groups in Lebanon. Siren's work on conflict sensitivity is a first step to understand the risks involved in supporting security sector reform in fragile states, and follow-up work is being planned to create analytical and data collection tools to help staff assess, escalate and action issues relating to the programme's impact on the conflict context. Monthly reflective conflict-sensitivity meetings will be also be held going forward, where the evidence collected using the tools will inform any necessary changes in programme to limit harm to marginalised communities.
- **Siren mainstreamed gender, equality and inclusion throughout its programming and monitoring frameworks, and produced action-oriented research on specific issues relating to these themes.** With Lebanon's Internal Security Forces (ISF), for example, Siren is helping the Human Rights Division to produce thematic reports that take into consideration the intersectional realities of different groups within Leba-

non, focusing initially on migrant domestic workers.

- Siren is currently conducting scoping to identify entry points to support the implementation of Law 191 in Lebanon, which was passed in Dec. 2020 and guarantees detainees the right to have their lawyer attend preliminary investigations.

- **In Jordan, Siren promoted more effective prevention and response mechanisms for online sexual and gender-based violence.**

- We carried out extensive qualitative and quantitative research into online-SGBV in Amman and north Jordan, and engaged widely with protection actors and local experts to better understand the reasons for and impact of this form of cyber-crime, which includes blackmail, bullying and sexual exploitation. Importantly, the research uncovered and explained various gendered and intersectional forms of discrimination that prevent those in need of protection services from seeking help, which can often lead to the adoption of negative coping mechanisms.

- Siren is currently training and mentoring 54 community leaders to carry out awareness and community engagement campaigns on issues related to online sexual harassment and blackmail, and how to access help.

- Siren will also carry out further action-oriented research into the systems (norms, institutions, policies, etc) surrounding women accessing security and justice services, and into youth marginalisation by public sector actors.

- **Siren promoted effective human rights monitoring in the ISF by supporting its Human Rights Division to develop monitoring toolkits and digital workflows for inspections.** In the next phase, Siren will consolidate the HRD's monitoring capabilities, enhance its officers' skills through training and certification, ensure the digitised tools are fully functional, and support the expansion of the division's remit to monitoring detention conditions and other areas of policing.

- Siren supported the right to freedom of peaceful assembly and association by working with the Human Rights Division to develop guidelines on the use of force during public order events. A manual of guid-

ance on public order events was also created and the ISF's Director General established a specialised unit to drive its institutionalisation. Close coordination between the HRD and the unit responsible for public order management (Mobile Forces) was facilitated to ensure the application of the use of force guidelines and involvement of human rights monitors in public order planning processes. Siren also facilitated enhanced coordination between the Mobile Forces and the Public Relations Department to improve information flows with the public to keep them safe during public order events. In the next phase, Siren will develop an internal coordination mechanism between the internal entities that will lead on ISF-wide training in relation to the manual of guidance, and the mainstreaming of human rights in the training plan.

- **Siren built the right to privacy into its programming with Lebanon's Central Inspection Bureau when supporting it to collect data on citizens' needs in relation to issues such as COVID-19 health management and social security.** We actively engaged with civil society organisations around CIB's data management and assisted it in developing international best practice policies in this regard. We built IMPACT using a privacy by design approach, and have deployed expertise to help ensure the system is secure and personal information is adequately protected. In addition, data collection itself is informed by a conflict-sensitive approach; for example, no information regarding individuals' religion/sect is recorded given the particular sensitivities surrounding this information in terms of the broader political situation.

- **Siren promoted equitable, transparent and fair access to public services and the right to health** by supporting CIB's capability to produce analytical prod-

Siren follows a human rights-based approach by being client-centred. This approach empowers clients, partners, and beneficiaries to identify problems for themselves as well as find the appropriate solutions.

ucts on where and how exclusion from public services is occurring.

- **Siren supported the right to health by investigating how to fast track the release of people convicted of low-level drug use offences from Lebanon's critically overcrowded prisons.** Siren also conducted a rapid assessment of COVID-19 risks and recommendations in the Lebanese prison system in order to inform government decision-making in relation to prisoner health and safety, given the worldwide focus on prisoners as a specific at-risk population with regards to COVID-19.
- **Siren raised the alarm around potential human rights violations associated with Lebanon's declaration of a State of Emergency in Aug. 2020 by conducting a review of the state of emergency's legal**

basis and an audit of the processes followed to implement it. The research paper was used to constructively engage ISF leadership on this issue and push for critical accountability reforms.

- **Siren is currently promoting the right to nationality by undertaking field research into the scale and causes of statelessness in Akkar, north Lebanon.** The research will shine a light on the lived reality of being stateless, and the particular obstacles men, women, girls and boys from different ethnographic groups face to exercising their right to health during the COVID-19 pandemic and Lebanon's ongoing economic collapse. After understanding and quantifying the problem, Siren will go on to design impactful data-driven solutions and administrative fixes that prevent anyone from being arbitrarily deprived of their nationality.

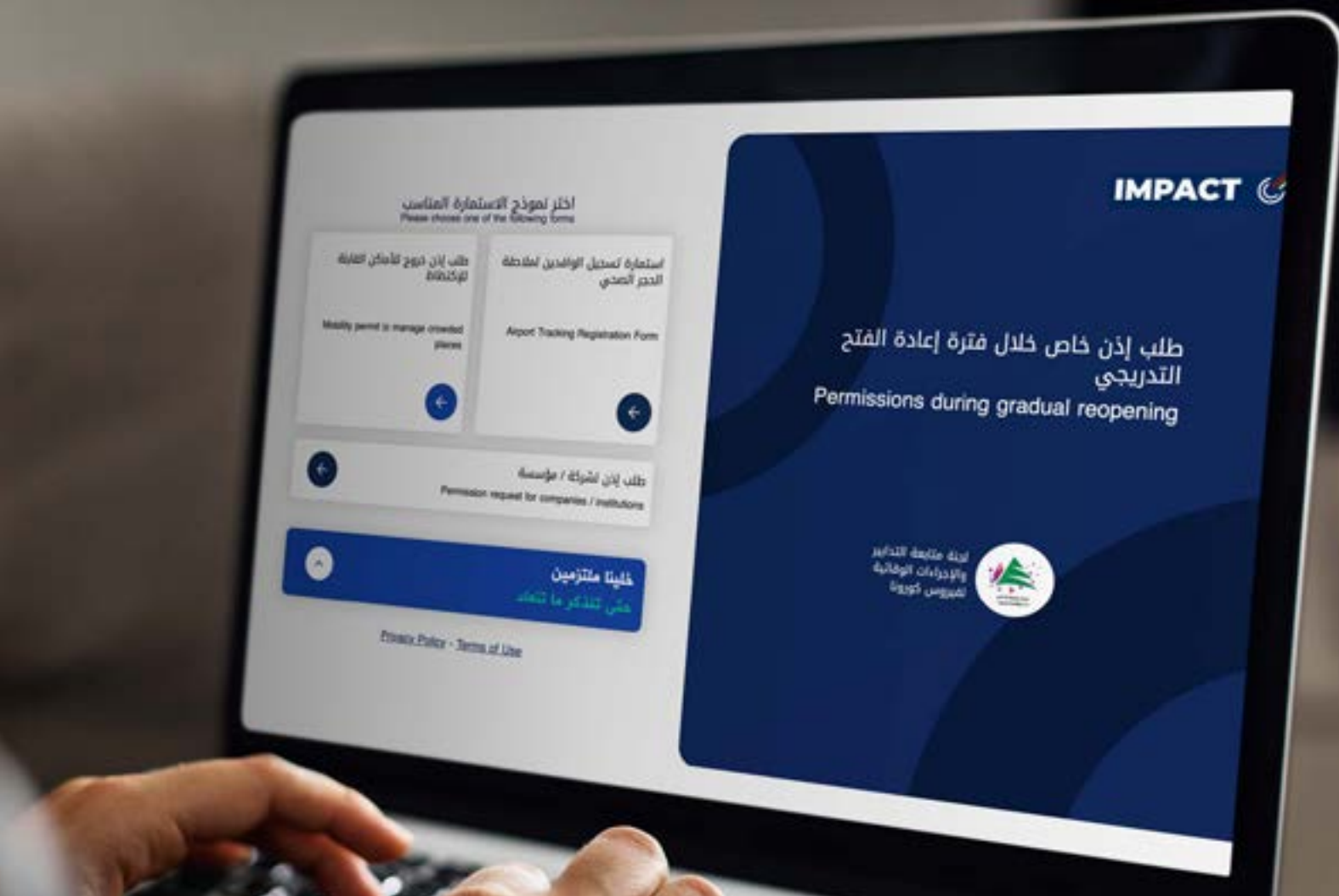
Measurement of outcomes

- One five-day training on client-centred consulting carried out for seven staff. Additional training and introduction of mechanisms and processes to embed and operationalise this philosophy across the entire organisation are planned.
- Monitoring frameworks disaggregate data by sex and age, and including other intersectional markers where possible.
- Five workshops and seven focus groups with 15 staff carried out on conflict sensitivity and how to identify emergent risks and opportunities.
- Tactical assessment identifying an increase in domestic violence since COVID-19 produced within the Police of Beirut.
- One communication campaign on domestic violence implemented with the ISF following an increase in cases at the start of the COVID-19 pandemic. Five thousand copies of an awareness raising poster on how to prevent domestic violence were distributed across Lebanon as part of this campaign.
- ISF referral pathway for victims of domestic violence mapped. One workshop held for call handlers on how to respond to victims reporting domestic violence.
- Due process and juvenile detention gender analysis conducted. In the next phase, Siren plans to develop dedicated standard operating procedures and training packages in relation to the management of women and juvenile detainees. These training packages will be embedded in the training curriculum at the ISF Academy. Up to two police station detention facilities in Tripoli will be refurbished and are to include dedicated facilities for women and juveniles.
- One representative survey of 1,106 people conducted in Jordan on their perceptions of safety and levels of access to different forms of help, including in response to online SGBV. Siren conducted three other human rights focused research projects in Jordan: a qualitative study of youth perceptions of security; a national survey of community police men and women; a qualitative study of interpersonal cybercrime in Amman, Mafrqa and Irbid.
- Fifteen Syrian and Jordanian youth in North Amman trained on how to plan and implement joint community engagement campaigns with the police. They are now working together to develop two community engagement initiatives on the themes of domestic violence and cyber bullying.
- Training needs assessment of the Jordanian Public Security Directorate (national police) carried out, identifying the imperative of up-skilling officers on their



community engagement skills and ability to deal with people from different nationalities, and negotiate with “uncooperative” people. Siren is now working with the PSD’s Community Police trainers to include these skills in their training curriculum.

- Digital toolkits produced for ISF Human Rights Monitors to use when inspecting public order events, prisons, checkpoints, ISF medical centres, health centres in prisons. An additional toolkit was developed for responding to torture cases and trafficking cases. SOPs and a training guide for Human Rights monitoring were also developed.
- Train-the-trainer package delivered on the Use of Force guidelines to ISF staff, who carried out onward training to over 1,400 ISF personnel.
- One review of the legal basis of Lebanon’s Aug. 2020 state of emergency.
- 1,850,000+ individuals mapped through IMPACT in around a month to assess their social security needs during lockdown, in collaboration with Social Affairs Ministry.
- 340,000+ COVID-19 cases tracked through IMPACT to ensure community health and personal care needs are met, in collaboration with Ministry of Interior and Municipalities, and Ministry of Public Health.
- Adoption of IMPACT for fair, transparent and needs-based prioritisation of vaccination distribution in Lebanon. Optimisation of the platform in compliance with data privacy rights.



Anti-corruption

- **Siren championed good governance, oversight, transparency and accountability in Lebanon as a way to tackle corruption and state capture by the ruling elite.** We did this by bolstering the capabilities of the Central Inspection Bureau (CIB), to perform its tasks more effectively.
- Siren developed the e-governance platform, IMPACT, which introduced two-way communication between CIB and the public, allowing it to respond rapidly to people's questions and concerns on a wide range of issues. Critically, CIB has also introduced publicly accessible real-time data dashboards in an effort to set a new precedent in relation to government transparency. CIB has since been actively engaging civil society and the media on a range of issues in relation to data privacy and transparency, again helping to inform broader policy debates in these areas. It has also been active in monitoring Lebanon's COVID-19 vaccination campaign.
- Siren will maintain its communications and stakeholder engagement support in the coming year to help CIB further raise its profile and solidify its position as a key change champion within the Lebanese civil service. Support in 2021-2022 includes senior leadership advising, on-the-job mentoring and coaching, training, strategic communications support, and technical support to expand key technologies at the core of CIB business operations.
- **Siren supported transparent and fair procurement by mapping the laws, procedures and practices around public procurement in Lebanon.** The report produced on this topic showed how Lebanon's current laws are tailor-made to protect the vested interests of corrupt officials who constitute the biggest risk for good governance, integrity and rule of law. It also contained detailed recommendations on how to clean up Lebanon's procurement system.
- Accompanying this, Siren produced a state-of-the-art software package that puts the entire Lebanese procurement system at users' fingertips. The software, iPlan, offers a clear and accurate depiction of how different entities procure goods and services. All relevant laws and regulations related to procurement are compiled within the application for ease of reference.
- Internally, Siren has rigorous procurement policies, which include checking the capacity of tenderers, obtaining a range of quote and thorough in-country benchmarking to ensure optimal price-quality balance and economies of scale.

Measurement of outcomes

- Strategic plan developed for CIB.
- Internal code of conduct developed for CIB.
- Audit methodologies and standards used by CIB's Administrative, Health, Social and Agriculture inspectorates reshaped. Automated processes and cutting-edge technologies introduced to help digitise and streamline these new systems in CIB.
- Analysis, Planning and Coordination Unit (APC) established within CIB to support its five general inspectorates through data gathering and analysis, risk and threat assessment, and communications. In the next phase, we will continue supporting CIB to ensure that the new processes, structures and methodologies around inspections, analysis, complaints and communications are fully operational and sustainable. This will aid CIB's expansion into other critical areas, specifically finance.
- E-governance platform, IMPACT, developed to act as an information management system, a multi-stakeholder collaboration platform, and a monitoring, evaluation, and audit tool. More than 6,300 users logged to-date.
- Increased visibility of CIB vis-à-vis the public, with a more than 2014% increase in followers on CIB's official Twitter account that was launched early 2020.
- Twenty-three international organisations informed of CI's role and the activities around IMPACT through a large meeting held in June 2020. Three embassies consulted through their representatives in separate meetings and visits to CIB, in addition to one United Nations organisation.
- Extensive collaboration fostered between CIB and two civil society organisations: Lebanese Transparency Association (anti-corruption NGO) and Policy Matters (think tank).
- Two sessions delivered by CIB President to youth political parties and universities.
- More than 30 daily reports produced by CIB on the COVID-19 vaccine rollout since February 22, in addition to seven weekly reports, published on CI's official website and relayed on social media and in some media outlets.
- Siren assisted CIB to initiate an investigation into the Health Ministry's response to a complaint received, further enabling it to credibly demonstrate its ability to tackle corruption and waste in the public sector.
- Analysis, Planning and Coordination Team (APCMI) created and operationalised within the Interior Ministry, with four staff recruited and assigned to the team.
- Digital platform to support the effective coordination of donor activities created. APCMI now producing regular high-quality analytical reports to inform decision making. In the next phase, Siren will provide ongoing support to the APCMI to build a sustainable capability to provide effective and transparent donor coordination. Digital donor data base created mapping 267 donor projects. One report with recommendations on how to reform Lebanon's public procurement system produced.
- One digital platform created to simplify and explain Lebanon's public procurement ecosystem.
- Zero complaints against Siren of aid diversion since founding in 2008.



Labour

- **Siren supported the right of equal access to public service by beginning to map the state of human resource management (HRM) within the public sector in Lebanon.** The collection of human resources data offers a critical opportunity for the state to gain better insights into the barriers and potential solutions to increased gender parity within the public administration and security agencies.
- Siren started an HRM mapping within the Police of Beirut that will assess the barriers that exist with regard to women accessing operational, tactical and strategic positions, among other things. The review will identify entry points for reform initiatives and organisational restructuring that would promote the more effective and efficient use of resources, including gendered HRM recommendations.
- Siren also supported CIB to carry out an internal human resources mapping exercise as a pilot for a broader mapping of human resources within Lebanon's public administration. Results of this initial mapping indicate that 57% of civil servants within CIB are women. Siren's governance, oversight and accountability pro-

ject with CIB actively involves a cross-section of these women in the various workstreams, including not only a gender-balanced ratio but also representation from various staff categories (senior, mid-ranking, junior) as well as functions (administrators, inspectors).

- In the coming year, Siren will provide support to CIB's inspectorates to collect data via inspections, particularly the Administrative Inspectorate, and will continue the mapping of HRM in the Police of Beirut. Siren's advocacy of merit-based promotion and recruitment practices is a golden thread running through these workstreams.
- **Siren promoted staff wellbeing and mental health by offering free professional counselling services for employees traumatised by the monster blast in Beirut port in August 2020.** We also contracted a licensed clinical psychologist to deliver a webinar on the topic of "life after collective trauma."
- **Siren implemented policies to achieve gender parity in Siren workforce**

Measurement of outcomes

- 159 civil servants at CIB mapped through IMPACT as a pilot of the human resources survey, comprehensively covering vacancies, missions, gender, age, academic background, professional work experience.

- Siren workforce 46% female in 2020/21.
Board: 50% | Senior: 36% | Mid: 60% | Entry: 48%

- Two staff wellbeing sessions held internally after Beirut blast



Environment

- **Siren developed a module on IMPACT to conduct a survey of the level of rural development across Lebanon.** The data will be used to consult local authorities on the creation of rural development plans that take into consideration the principles of environmental sustainability.
- **Siren developed a module on IMPACT that provides municipalities with real-time data on forest fire risks** for their effective prevention and mitigation.
- **Siren carried out building renovations on at least five sites across Lebanon in the past year and employed an eco-friendly approach.** This included prioritising the use of recycled materials; ensuring proper disposal of waste materials; installing solar panels as an alternative energy source (where appropriate); using energy-efficient technologies, such as double-glazed windows and LED lighting fixtures; and utilising ozone-friendly climate control systems.
- **Siren reduced flight-related emissions by locating core programme delivery teams in Jordan and Lebanon 100% locally, and by prioritising the hiring of local staff.** We also prioritise direct flights over indirect flights as a way of reducing emissions where flying is necessary.
- **Siren maintained its recycling program in its Lebanon and Jordan office.**

Measurement of outcomes

- 1,128 settlements mapped through IMPACT in a cross-sectoral survey on rural and local development.
- Over 50% of office waste recycled
- Approximately 80% of materials used in our construction/refurbishment activities in Lebanon come from recycled sources.
- Furniture procured as part of refurbishment activities in Lebanon has been audited and is compliant with FSC-STD-40-004 (Version 3.0) and FSC-STD-40-005 (Version 2.1) standards.
- Approximately 60% of waste materials from construction and refurbishment activities in Lebanon is recycled.

