

We don't underestimate that role of the ISF is an exceptionally complex one in an exceptionally complex place. Faced with the persistent risk of violent conflict based on deep-rooted interconfessional competition, a continued threat of terrorism linked to the spill over of militancy from the Syria conflict, a combined refugee population of close to 2m, major economic challenges and competition for access to meagre public sector resources, the ISF's duties cover a wide spectrum of security provision, contributing to community stability and law enforcement functions. In common with all Lebanese state institutions, the ISF is both subject to and an agent in the confessional equilibrium, which is hard-wired into government, including the security agencies. Although it is oversimplistic to call the ISF the 'sunni security force', government authority runs on confessional lines and the organisation is not fully accountable through the formal chain of governance command. For both practical and political reasons its culture remains a securitised and authoritarian one, and its ability to evolve towards a service delivery policing model is not purely a question of internal capacity, but also of political will.

At local level numerous non-state entities, including both political actors and tribal authorities, exercise considerable legitimacy, authority and access to the use of force to petition for and defend their communities' respective interests. Social and political dynamics vary widely from location to location, making a 'one-size-fits-all' approach to the role of state, including the ISF, inappropriate, and requiring a high level of political and conflict sensitivity in response to the specific power dynamics of each community and each location. The government's inability to fund services including security and rule of law provision, coupled with the power of non-state politico-confessional and tribal actors in Lebanon's regions, means that the ISF's role in security and safety requires a high degree of local negotiation in partnership with communities. Survey data shows that the ISF remains deeply unpopular in many parts of the country due to a perception of unresponsiveness, unprofessionalism and corruption. In areas with low levels of trust in the ISF, community-focused policing needs to be addressed from the start-point that ISF community engagement will be interpreted as intrusion and intelligence gathering, and that patient, incremental trust-building through information exchange is required; whilst in other regions where the ISF is a more trusted element of the social fabric, more rapid progress is possible.

The ISF Strategic Plan (SP) sets an important framework and provides a potential catalyst for ISF development, and for coordinating donor support. **The challenge now is to move beyond rhetorical strategic-level commitments towards real and sustained changes on the ground that affect the way men and women across the country experience policing.**

Based on our developed understanding of the Lebanese security, policing and political context, programme work to date with ISF and the other state security agencies (SSAs) and following detailed consultation with the current leadership of ISF, **we understand that supporting the ISF through the required step-change in its approach and capability requires an implementing partner with the ability to:**

- ▶ *Assist the ISF leadership through the process of implementation management*, strengthening the systems needed to realise the aspirations of the SP in practical, measurable and reportable actions. *We position the full programme as a contribution to the delivery of the ISF Strategic Plan, driving change into practice and demonstrating early and tangible benefit.*
- ▶ *Act to deliver measurable modernisation effect across Lebanon*, extending the reach of enhancement at HQ and in Beirut jurisdictions to sub-national level to improve ordinary citizens' experience of police service delivery. *Our nationwide access and local security partnership experience will support the ISF to roll out HQ- and Beirut-level policies and commitments across the country, solving practical problems prioritised by citizen and generating tangible, real-world benefit.*
- ▶ *Recognise the critical importance of creating 'demand side' incentives* for the ISF, empowering communities, in partnership with ISF, to hold the ISF to its stated aspiration to shift towards a more community-centric policing model. *Our Community Safety Partnerships work, proven in 15 locations across Lebanon, fosters meaningful external accountability at the point of service delivery, helping to create both pressure to change and to realise the security and stability benefit of doing so.*
- ▶ *Foster 'supply side' incentives for organisational development*. Our approach helps the ISF harness its own data as the most powerful driver of accountability, empowering the leadership to manage the process of change. Understand and operate within the complex political context, adopting a continual process of learning and adaptation, and working with the system, its norms, culture and political dynamics, to *maximise sustainability* in line with 'what works' rather than import isomorphic systems which will fall away after programme exit. *We bring deep existing relationships of trust with ISF and other SSA's, and a proven track record of fostering measurable performance improvement through a full locally owned approach.*

Led by **Torchlight** and supported by **First Call Partners** and **B&S Europe**, we have adopted a 'one-team approach' under the single authority of Team Leader Richard Bone. Torchlight experts will be leading the four intermediate outcome areas and be accountable for the delivery of agreed objectives in line with the Results Framework. All areas will be supported by experts from across the consortium and local partners. This avoids the emergence of silos, leverages maximum synergy between output areas, enables a genuinely cross-cutting approach to gender, human rights and conflict sensitivity, and provides BEB with a seamless service. As well as a deep grounding in the Lebanese context, our local partners provide specific expertise which is vital to conflict sensitive delivery: **ABAAD** specialises in gender sensitivity in Lebanon; **ALEF** is the country's leading Human Rights NGO; and **REACH** will use their national coverage and high quality data assurance mechanisms both to conduct surveys and build ISF capability to commission independent research as part of the programme sustainability plan. We currently operate alongside ISF and can uniquely demonstrate experience of helping them translate policy and strategy commitments into practical policing at local level across Lebanon. We enjoy strong relationships with the ISF Senior Leadership, including the DG, and ISF Territorial Gendarmerie units and Regional Police Commanders; and with a rich network of local-level CSOs. Strong relations and proven delivery with the LAF and GS give us the understanding and access required to foster better coordinated inter-agency working. We believe that this offers HMG the best possible resource for assisting ISF through a step-change in its capacity and approach.

Our Theory of Change is entirely consistent with the SOR and supporting context. Survey evidence indicates that the ISF remains unpopular in many parts of the country, and that this is partly due to a lack of trust in their ability to respond effectively to public security problems, and partly to a perception that they are unprofessional and corrupt¹. The SP provides a framework around which to organise an institutional development and reform programme; but to be credible this programme needs to generate concrete evidence of improved responsiveness, performance and accountability to citizens across the country. To gain maximum benefit from this work, the ISF must be able to tackle problems at source and where they find them. This requires an organised and managed approach to implementation planning and results analysis, a strong backbone of resource management functions, and codified procedures to ensure that while the organisation responds locally it adheres to common principles wherever it operates. Our Theory of Change therefore states that:

If we support the ISF through training, mentoring, institutional procedure and planning and management systems to coordinate with civil society and other security actors to understand and respond to the priority security, safety and rule of law concerns of citizens; while supporting civil society at the local, regional and national levels to engage more confidently and constructively with the ISF and other security actors; **and** we strengthen the institutional policing delivery capability through infrastructure rehabilitation, equipment and training, and targeted support to capabilities for front line policing service delivery, **and** we support the ISF to build and institutionalise a robust police planning and performance management system; **and** we strengthen upward, lateral and in-service accountability and public communication; (OUTPUTS)

Then the ISF will (1) engage more deeply and sustainably with communities, (2) deliver more professional policing services, and (3) more efficiently and effectively manage and account for organisational resources against delivery (INTERMEDIATE OUTCOMES)

Thereby empowering the ISF to deliver more effective and accountable policing services with enhanced coordination with other security institutions (OUTCOME)

Contributing to increased public trust and confidence in the ISF, enhanced public safety and better management of the country's security challenges. (IMPACT)

This theory of change, its linkages and the cross-cutting activities which underpin it, is illustrated in Graphic 1 on the final page.

A participatory inception phase to drive full ISF ownership from the outset: During the inception we will: **1)** conduct a lessons learnt analysis, identifying areas of success and failures from previous and on-going interventions; **2)** host a series of ISF/BEB workshops to test the TOC, agree objectives and design an ISF-owned programme plan; **3)** set metrics, targets, milestones and monitoring regime with ISF; **3)** develop joint programme governance and management mechanisms and systems; **4)** conduct a series of functional needs and gap analysis; **5)** conduct a baseline gender and conflict sensitivity analysis. This will be incorporated in a comprehensive Inception Report, including budgets, counter terrorism funding plan, gender plan, conflict sensitivity plan, disability approach, finalised risk log and risk management plan, MEL plan, sustainability plan and metrics, and reporting and adaptation schedule. Because early delivery outside Beirut is critical to demonstrating immediate value to ISF and the public, we will move quickly to select 4 new locations alongside Beirut in which to undertake pilot delivery during the first 8 months. The selection process will be through a multi-stakeholder workshop at which the ISF, Mol and BEB identify priorities for the roll-out of the Strategic Plan, based on our bespoke intervention planning framework. The framework enables grading of areas and communities against three axes: **(1)** need - level of instability and insecurity, host-refugee ratios, economic status; **(2)** feasibility – area access, existing complementary initiatives to maximise impact; **(3)** conflict sensitivity – political and social factors which guide area selection. Once priority areas are identified we will support a localised conflict and stability analysis; a household survey to understand attitudes towards the ISF and the priorities of different groups; a PEA to identify potential supporters and those who may be more resistant to change; and work with ISF Regional Commanders to identify critical gaps.

Fostering strong ownership from the very outset. Recognising that the implementation of the SP is a major transformational change programme requiring significant senior level leadership from the ISF Director General while binding senior personnel from across the organisation's components into a coalition for change, we will foster strong ownership from the outset by running the inception phase transparently and in full partnership with the ISF. A comprehensive Functional Needs Analysis (FNA) will encompass the business processes of ISF (including planning and reporting, budgeting and finance management, HR management and information management), analysis of the professional development and training strategy, and police service delivery assessment in Territorial Gendarmerie regional headquarters and the selected pilot locations (to include analysis of operating methods, infrastructure and equipment, leadership and command and control). The FNA will be led by the ISF, under a senior officer appointed by the DG to conduct strategic analysis, bringing in relevant departmental heads. We will support this effort using tried-and-tested tools for institutional assessment, ensuring that ISF-led analysis informs ISF-owned Functional Solutions Design and programme plan, such that the process of reform is an internally-driven one supported by our experts, rather than an external imposition. The process of implementing the SP will, in addition, require considerable resources, including capable and committed personnel for Programme Management, and will be a significant investment of time and resource by ISF. The inception phase will identify the required level of resource and test the ISF commitment to provide the necessary investment, ensuring that the pace and ambition of delivery is realistic.

multi-stakeholder buy-in both at national and local level from influential stakeholders members (MOI, ISF, municipality leaders, tribal leaders, religious and CSO stakeholders) is critical for programme success and sustainability. We propose to invite regional ISF commanders, regional government leaders and other donors to key inception phase workshops to deconflict priorities, minimise risk of overcrowding, and providing maximum influence for HMG.

¹ For example, IA 2015 surveying found that trust in the ISF varied from over 90% in Rashaya to 10% in Tyre.

Intermediate Outcome 1: Deeper and more sustainable community engagement and partnership: This will be achieved through the establishment of Governorate-level community safety plans, led by the regional head of the Territorial Gendarmerie and overseen by Governor's Security Committees. *Added Value: These plans will frame delivery of the ISF SP Objective 2 at municipal level, where we will follow our proven Community Safety Partnership approach, developed with the ISF and applied since 2017 in Akkar and Baalbek Hermel under the EU-funded Promoting Stability in Lebanon Through Community Engagement and Dialogue project.* Each CSP will form a Community Safety Partnership Plan, jointly owned by the local commander, the mayor and key community leaders, informing development of Regional Policing Plans under Intermediate Outcome 2 below. We will deliver local in-situ training and mentoring for ISF platoon commanders, capacity-building work with local civil society groups and facilitation of CSP planning and implementation.

We will fund up to 8 CSP projects in year 1, and up to 16 CSP projects in the following years, helping the ISF meet concrete community safety concerns and deliver tangible improvements which impact quickly on citizens' day-to-day lives. Projects will be developed by CSPs with our mentorship and assessed for funding support against the four axes of (i) impact; (ii) value for money; (iii) inclusion and conflict sensitivity; (iv) sustainability. Effectiveness of interventions will be monitored using the ISF Performance Management Framework institutionalised under Intermediate Outcome 3 (below).

Our work to-date demonstrates that the Community Safety Partnership approach increases trust between communities and ISF and leads to improvements in ISF behaviour. The CSP brings together policing and civil society actors to identify the causes of insecurity and develop coordinated responses to them. Partnerships are created in the pursuit of improvements in safety and security. Potential improvements include adjusted patrol patterns, infrastructure enhancement, or more clear neighbourhood management activities. The shape and outcomes of the process depend on the needs and resources available in each context, and the overall safety and security situation. In Mhammara, Akkar, safety at night was a major concern. A collaborative approach led to street lighting being installed across the town, accompanied by awareness sessions on the role of ISF. This has resulted in local women reporting an enhanced sense of safety, more regular dialogue with the ISF sub-section commander, and an enhanced ISF image.

Intermediate Outcome 1: Headline results

Increased partnership between ISF and communities in target areas	Improved responsiveness and performance of ISF	Increased trust in the ISF by local communities	Enhanced sense of safety at local level
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Intermediate Outcome 2: Sustainable police service delivery capability: The ISF SP contains numerous commitments to improving institutional and personnel capacity. During the inception phase we will work within this framework to establish a hierarchy of priorities which will contribute directly to the programmes under ISF Strategic Outcomes 3 and 4. The precise focus of intervention will be finalised in inception, but we have held discussions with ISF leaders including the heads of strategy, training and operations and they identified a number of preliminary priorities, including custody facilities/processes and traffic management.

In line with the overall objective of enhancing public trust, we will place our initial emphasis on building front line capability to deal with the issues of greatest concern to citizens: low-level high-volume crime, neighbourhood safety, and local disturbances to order; with the potential to adapt into specialist areas of need where they meet ISF requirements and are in line with the HMG objectives. Corresponding with work under Intermediate Outcome 1, the CSPs will feed into work at governorate level to produce Regional Policing Plans. These provide the formal authority for the regional commander's utilisation and deployment of resources to implement local enhancements to policing, and drive police activity at municipal level. Plans will set out local policing intent in line with the SP objectives, feeding financial and human resource requirements for consideration by ISF HQ. *These plans will frame local delivery of the ISF Strategic Objective 2, with a particular focus on programmes 2.2.1, 2.3.2 and 2.3.4; and will feed into the institutional-level planning and MEL system described under Intermediate Outcome 3.*

Under Regional Policing Plans, targeted capacity building will focus on: (1) capability to respond to security incidents in a community-sensitive manner; (2) neighbourhood police operations (patrol and patrol management) for community assurance; (3) handling reports of crime and acting as the conduit to the ISF's more specialised investigatory functions. We underpin all of this work with a focused effort to enhance (4) coordination and information-sharing with other agencies and vertical coordination between national and municipal levels, based on (5) a more robust system for managing community-level information to inform an information-led approach to neighbourhood management.

Activities will be planned in close coordination with ISF leaders in the inception phase, and this will drive a capacity building and training plan which will include: (a) refurbishment of police stations at local level in support of the Regional Policing Plans; (b) patrol management training, mentoring and procedures; (c) information recording protocols and systems; (d) community impact assessment and local-level command and control systems reinforced with reliable and sustainable communications; (e) training and SOPs for responding to crime such as victim care, securing and preserving evidence and crime scenes, dealing with suspected offenders, interviewing witnesses, and conducting local enquiries. All intervention will align with and learn lessons from the Community Policing

Enhancing inter-agency and national-to-local coordination begins with clarification of roles, primacy, mandates and relationships of the ISF in the context of each of the other SSA's and of the municipal police. Whilst for political reasons it is challenging to put in place ratified agreements or MoUs, in many cases Lebanese SSAs are good at operating together at a local level. We have successfully established 15 CSPs in the past two years with representation from all SSAs at local level, as well as municipal police and other informal security providers. By leveraging the power of local problem solving we capture what works in terms of roles and responsibilities and gradually bring the lessons learned to HQ. Over the life of the programme this will lead to greater clarity of role and enhanced intra- and inter-agency cooperation and coordination with the intention of codifying in SOPs if and where this is politically feasible.

Model piloted in Ras Beirut; but recognising major political, social and security variation across the country will be adapted in partnership with ISF HQ and Territorial Gendarmerie commanders to ensure local appropriateness and conflict sensitivity.

Broadening good police practice beyond Beirut: We propose to focus assistance to police service capability outside Beirut, and on building the interface between Beirut HQ and policing as it is delivered on the ground. During programme we will develop and operationalise Command, Control and Coordination (C3) centres in each of the Territorial Gendarmerie regional commands. Regional C3 systems will mirror the Beirut model supported by the UK, feeding into the ISF HQ Operations Directorate. We will train and mentor C3 operators and put in place the mechanisms and schedule for evidence-based reporting from Territorial commands to Beirut. *Data from the C3 system then feeds the Performance Management system developed under Intermediate Outcome 3.* We anticipate that complementary support for the municipal police will be delivered through ISF, with the support of the team, in order to further develop the role of ISF in municipal police training and to institutionalise MP-ISF coordination and information sharing protocols². ISF Mobile Training Teams, mentored by our expert police trainers, will provide mentoring to station commanders and patrol (platoon) commanders, making it possible for more police officers to receive training tailored to their specific locations.

Intermediate Outcome 2: Headline results

A more visible and accessible local policing presence.	Stronger capability to manage security incidents based on information received and in line with human rights norms.	Better handling of everyday reported crime and enhanced allocation of specialist criminal investigations resources.	Measured improvements in performance in key areas, e.g. traffic management; custody and detention.
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Intermediate Outcome 3: Effective and efficient organisational management systems: The SP is made up of 45 challenging programmes, each of which requires implementation management, as resource breakdown both for allocation of ISF budgets and the coordination of donor contributions against delivery of the SP and measurement for internal and external accountability. *Central to work under Intermediate Outcome 3 is the improvement and institutionalisation of current systems and capability to ‘projectise’ the SP programmes, assign resources and monitor results in terms of (a) extent to which the SP is being achieved; (b) improvement to police service delivery, and (c) improvement to security and safety outcomes for citizens.* We propose to augment the current strategic support team to become a Strategic Implementation Management Unit (SIMU) under the office of the Director General. SIMU personnel will be trained in police project implementation management, data management, performance reporting and MEL using a Performance Management Information System which enables SIMU officers to capture detailed project plans for implementation of the SP, to manage delivery, risks and resources, and to report delivery progress to the ISF leadership in a standardised and routinised format which can be used in higher level accountability reporting, and incorporated into programme MEL reporting to BEB.

Improving first line supervision underpinned by more transparent Human Resource planning. The large majority of ISF’s resources are people, and the most significant impact in terms of performance and conduct improvements at the ‘coal face’ of policing, and of public confidence in the police, will be driven through first line supervision at the point of service delivery and of contact with the public. We will deliver a sustained programme of hands-on First Line Supervision mentoring in target locations. This will be delivered by a ISF Mobile Training Teams, mentored by our international police advisers and highly experienced former ISF officers who understand the challenges and resource limitations faced by those commanding at the local level. Mentoring will be conducted weekly at each police station, problem solving with commanders and advising on local force development and on-the-job training.

At the strategic level, donor funding is likely to be available for some equipment, infrastructure and IT items but not for core payroll (which accounts for over 75% of budget execution), and it is therefore important that the organisation achieves greater efficiency and effectiveness from its existing establishment. ISF SP sub-objective 4.3 covers modernisation of recruitment, staff assignment, transfer and promotion, and succession planning. During the inception phase we will work with the ISF heads of personnel, operations and training to review the organisation’s HR establishment and structure, and its requirements for service-wide core policing skills (focusing on the ‘omni-competence’ of front-line police personnel) as well as specialist capacities. Noting that significant structural change is unlikely for political and cultural reasons, we will work within the organisation’s HRM leadership to capture skills and competencies by grade/rank in a simple Competency Framework. This will enable the ISF to enhance its procedures in the three related areas under ISF SP sub-objective 4.3 (recruitment, assignment and succession), including by taking a more transparent approach in promotion and assignment.

Intermediate Outcome 3: Headline results

Improved evidence-based reporting to DG	Improved communication both internally and externally using standardised and trackable data.	Improved human resource management	Enhanced ISF first line supervision at local level
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Intermediate Outcome 4: Enhanced accountability and respect for human rights. Accountability and human rights are core requirements of the ISF SP. Given the challenges faced by the ISF and the proven importance of ‘demand side’ pressure to incentivise positive change, we have established this as a separate but highly integrated outcome area. Our work in this area work will build organisational capacity to generate and manage the data which underpins internal accountability, linking closely to Intermediate Outcome 3; and will integrate into Intermediate Outcome 1 at the level of accountability through community-level engagement.

At the institutional level, we will integrate human rights compliance into high volume and specialist training and systems and physical capacity building (for instance in custody and detentions management) through ensuring that all processes, as codified in SOPs, are

² In partnership with UNDP, which is piloting support to municipal police in 12 locations, with encouraging levels of ISF support to MP training.

compliant, rather than through ‘human rights lecturing’. We will work both nationally and locally to support connectivity across the criminal justice chain to ensure that human rights is a core consideration – for example in the transfer and continued detention of suspects to judicial police custody whilst investigations are ongoing. This will be integrated into Regional Policing Plans, as well as taken up as a core ‘connectivity’ issue with senior commanders from the police and judicial investigatory authorities. Across all of this work we will benefit from partnership with ALEF, Lebanon’s leading human rights NGO, to ground our human rights approach in local realities, both institutional and cultural, and maximise relevance to ISF and citizens.

Our accountability approach will be fourfold: (i) upward accountability exercised through M&E information (collated and analysed by the SIMU) on the implementation of SP programmes and Regional Policing Plans and service delivery targets, reported to the DG and upward to a more capacitated Command Council; (ii) lateral accountability exercised locally, regionally and nationally through supporting civil society organisations to engage constructively with the ISF to hold to account specific decisions or actions; (iii) enhanced evidence-based external strategic communications.

Our work has demonstrated that active engagement of ISF officers in dialogue and planning processes improves decision making and generates measurably greater trust in their actions. At municipal level, CSPs provide a joint planning and accountability forum, as described under Intermediate Outcome 1. **Added Value:** *Regionally, the Governors’ Oversight and Consultation Forums that we have facilitated in Akkar and Baalbek el Hermel will be used as a blueprint for similar mechanisms in other target regions.* These provide a forum for regional CSOs and community leaders to engage the governor and senior security sector actors on policing issues. At the national level, we will work with civil society partners to engage with the implementation of the ISF SP and on specific issues regarding police performance and professionalism.

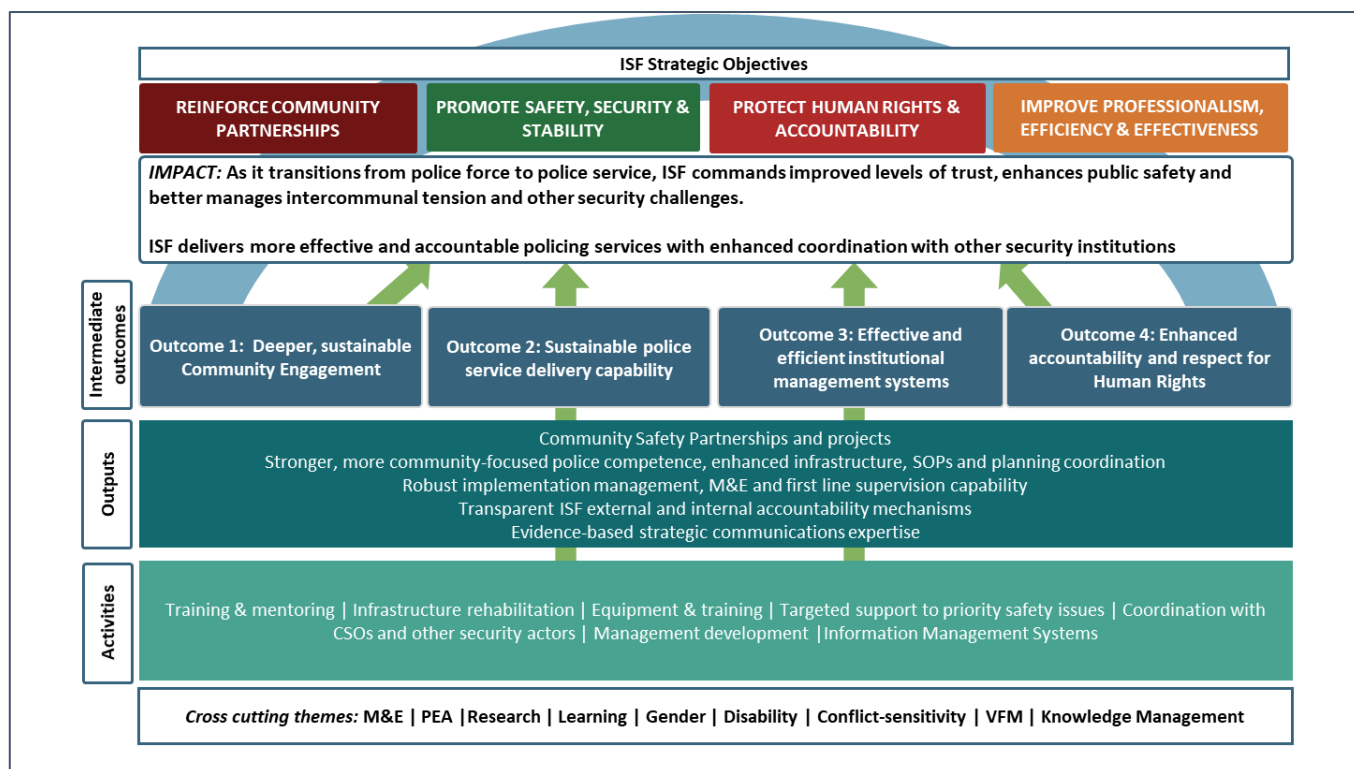
Using evidence to drive internal and external accountability. Performance management data gathered, collated and analysed by the SIMU under Intermediate Outcome 3 provides the backbone for internal accountability through the ISF command chain to the Command Council and ultimately, in theory, to parliament. We propose in the inception phase to explore the potential to assist in generating a secretariat function for the Command Council, helping it standardise strategic assessment of ISF performance and conduct and ensure high-level direction is allocated, monitored and reported on. Likewise, data on delivery improvements and efforts to improve will feed the ISF’s strategic communications plan, which will explain to external stakeholders the ISF’ effort to respond to communities, including through CSPs and Regional Policing Plans. *Our Strategic Communications expert Chris Webb will support the ISF to design messages, assess channels, communicate through traditional and digital media, and measure communications impact, assisting a continued shift from a ‘Public Relations’ culture to a strategic communications one.*

Intermediate Outcome 3: Headline results

Greater evidence of ISF participating in accountability forums and demonstrating accountability	A more confident and engaged civil society working with ISF to promote HR and accountability	The agreement of a revised complaints process and evidence of implementation in target areas	Institutionalised strategic communications approach with strengthened capacity to share reliable evidence with the public
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Gender sensitivity programming designed to drive improved outcomes for all genders. Because a central objective of the programme is fostering a community-centric approach to policing, gender is a critical consideration which runs through every part of the design, delivery and MEL approach. In the design phase we analyse the evidence of the inhibitors to women and men’s access to public safety and security services (building on the deep current knowledge of our partner ABAAD), and develop each component of the delivery plan in a way which seeks actively to reduce or neutralise these blockers. In most cases this does not mean ‘working with women’ but involves efforts to shape the attitudes of male power-holding elites, both in the ISF and in communities. In implementation we select beneficiaries to ensure representation, wherever possible avoiding the segregation of women from men in consultation or training. All MEL is disaggregated by gender to demonstrate the affect of the programme intervention on equality, and in this way we mainstream gender considerations into every programme action. **Specific gender inclusion initiatives** will be defined during the inception phase. In the case of community policing it is recognised good practice to support women officers to take on broader and more senior duties; to empower women police officers to handle security for women citizens in a gender-sensitive way where required; and to ensure that the police infrastructure can accommodate interaction with women, including suspects and witnesses, in a secure way. In addition, blockers to women’s role in shift work, based on their family commitments, may be an area for assistance. CSP engagement will reflect a gendered understanding of the needs of communities, fostering local police planning which takes account of the needs of women as well as men.

Transitioning monitoring and evaluation to ISF. Our consortium has built a comprehensive MEL plan which ensures that the programme is underpinned by solid and insightful M&E and learning. Qualitative and quantitative data will drive assessment against the Results Framework and enable testing of the assumptions underlying the TOC on a quarterly basis. We commit to continuous qualitative research both with ISF (and other SSAs) stakeholders, and community members, to ensure we have a ‘live’ grasp of what is working and what can be improved. We will also quantify the effect of our work, both pre and post interventions, and in the case of communities, at a national scale. In addition, before the MEL plan is shaped, (i) we have allowed for co-creation workshops, which will see us work over 2 days with a range of ISF colleagues and community members (from urban and rural settings), to discuss and refine the optimal design of intervention and (ii) we will undertake high calibre political and contextual analysis. Over the course of the programme, the lead responsibility for M&E of police performance and community perceptions of the ISF will shift progressively from the programme MEL team to the ISF itself, in line with the goal of institutionalising evidence-based police performance management into the organisation. We envisage that the SIMU outlined above will be augmented by 2 ISF M&E advisers.



Graphic 1: Theory of Change