

Torchlight and its partners have been implementing sensitive political and security development programmes in fragile states since 2008, and we understand that sustainability of outputs and the continued ability of beneficiaries to deepen outcomes after project exit is critical to long term success. Building on progress to date, and on lessons learned from the previous project, we will *place sustainability at the heart of our programme design*, through **(a)** ensuring that our proposed methodology is geared to help the ISF leadership drive *delivery in action of the ISF Strategic Plan*; **(b)** fostering *full ISF ownership of the project outcomes*, with joint UK-ISF M&E transitioning over the project lifecycle fully into the ISF; **(c)** a focus on driving more efficiency and effectiveness from *existing ISF HR establishment* rather than augmenting the organisation with fiscally unsustainable external resources; and **(d)** a refurbishment-based approach focused on *upgrading infrastructure and equipment* to ensure it is compatible in the long term with the ISF operating environment.

Our approach to sustainability, developed in numerous security sector interventions across the Middle East and Africa, is based on three key criteria: **(1)** independent operating capability; **(2)** sustained access to resources; and **(3)** robust incentives. When assessing whether interventions are sustainable after the lifetime of assistance, they need to pass three tests:

1. Does the beneficiary have the capability to continue to act effectively, maintain systems and processes and consolidate and deepen change in the future?
2. Does the beneficiary have reliable future access to the resources required to maintain enhanced function or service delivery?
3. Does the beneficiary have the incentives to continue to act and perform in line with project outcomes?

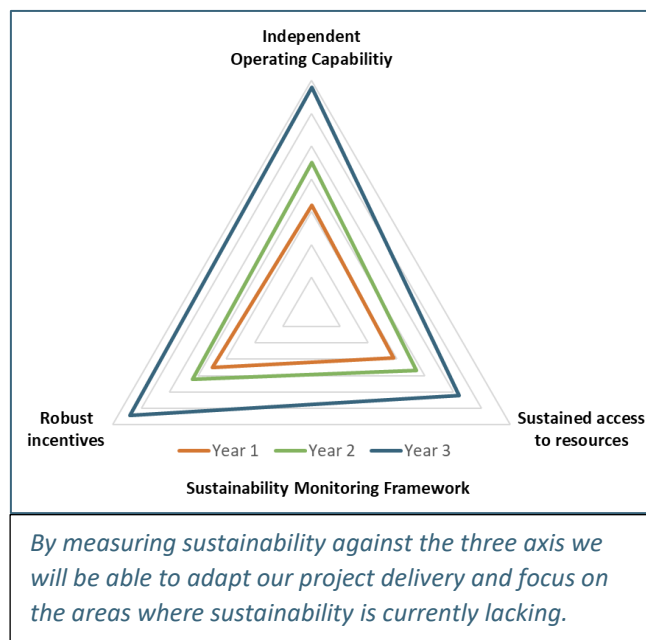
The third of these criteria is the most critical – with the right incentives, beneficiaries will find a way to access resources; but without an incentive, gains made will quickly fall away. This means going beyond ‘buy-in’ to generate genuine local ownership (at leadership, management and operational levels) not only of project activities but of outcomes and the risk of not achieving them; and working to identify and mobilise opinion formers, influencers and champions from within and outside ISF, supporting them to exert ‘push and pull’ pressures on the ISF to operate better. Future funding for sustainability requires either that all initiatives are sustainable within modest domestic budgets, or that the ISF secures other donor funding for continuation after UK project exist. Our approach to ISF planning and M&E is designed to empower the ISF itself to coordinate and task the range of donors engaged on Lebanese security issues, putting the ISF, and the project, at the centre of donor efforts and leveraging substantial additional resources for continued development.

Added value: *In this way we seek to provide much greater value for money to HMG through harnessing other donor resources to deliver a multiplier effect, and we report other donor contributions to support UK objectives as part of our quarterly project review cycle (see KPI 2, section 1.2.7).*

Measuring Sustainability to drive tangible results. We measure sustainability throughout project delivery against the three criteria using a purpose-built sustainability monitoring framework. This enables project teams to determine what needs to be done to provide the maximum chance that improvement continues after exit, and to determine an appropriate plan and timeframe for transition of outputs to full beneficiary management and control. It also ensures that our project design and planning is based on building capacities which align with existing systems, customs, culture and norms; which are affordable in the fiscal environment; and which provide the tangible benefit required to incentivise local actors to persist with new practices. Sustainability assessment is a core component of our project management method, guiding the project team’s efforts to lock in the benefits of change, as well as providing a handrail for decisions, transition of responsibility, control and accountability to ISF.

Added value: *our project team has long-standing experience of working with the ISF and will be fully embedded both in HQ and locally which will provide real-time understanding of the ISF’s progress against the agreed sustainability plan and enable BEB to plan for the coming fiscal years.*

Critically, everything proposed in the Methodology section is built into the ISF – including co-management of project delivery and M&E of outputs and outcomes. A robust Strategic Implementation Management Unit (SIMU) within the ISF will manage, monitor, and report on progress against the objectives of the SP, as well as the sub-components identified. Qualitative and quantitative data will demonstrate the utility of the project to ISF performance and enhanced perceptions of public safety and security, as well as of confidence in the ISF – providing a strong ‘pull factor’ to continue modernisation. External accountability through communication of performance, direct to the public and through traditional and social media, helps strengthen the ‘push factor’ pressure on ISF to meet external expectations. Our project governance approach is designed to ensure that policy and political-level officials provide clear points of ISF project accountability, with strategic level government expectations clearly articulated in project governance meetings and placing the requirement on ISF to continue to deliver better services into the future.



Acknowledging that funding may not be available after Year 1, sustainability and transition have been built in from conception and no decisions on programming will be taken without a robust assessment and understanding of the impact and endurability of the proposed outcomes. We would anticipate knowing about future funding from HMG by December each year, and should funding come to an end we have a plan of sequenced events that will kick-in to close down the project and hand-over all activities to either the ISF or another donor. In the table below we have outlined a transition plan with indicative sustainability milestones at each year point. These will be refined and finalised during the inception phase.

Framework	Year 1	Year 2	Year 3
Independent operating capability	<ul style="list-style-type: none"> CSP piloted in 4 locations, SOPs ratified, and roll-out strategy in place. Train the trainer programme completed and mobile training teams established. Human rights-compliant specialised policing skills, policies and procedures ratified by ISF leadership with trained trainers in place. Policies and SOPs developed for policing of women in the community (i.e. women as suspect interviewers). Resource managers (HR, finance, logistics) trained to ISO compliant levels. 12 officers trained in public communications strategy. 	<ul style="list-style-type: none"> CSP strategy implemented in programmes in an additional 6 locations with light-touch advisory support. Community policing fully embedded into core curriculum. ISF Intelligence-Led Policing Model designed M&E routine established and in place between all regional commands and HQ. 4 regional command centres able to manage resources independently using intelligence-led, tasking and coordination policing principals. Resource reporting regime from regional command to HQ routinised. 	<ul style="list-style-type: none"> Additional CSP projects implemented without advisory support. Regional training centres fully operational and managed by the ISF without advisory support. ISF People Strategy Implemented. Devolved budgets to Regional and Local Commanders established. Regional and Local Community Safety Planning embedded in all programme locations. ISF Corporate Business Plan agreed and published.
Resources	<ul style="list-style-type: none"> 8 CSP project completed. 4 police stations refurbished. Planned Preventative Maintenance (PPM) regime designed and in place. Planned Project Budgeting (PPB) training completed. Resource databases designed and populated. External partnerships with donors and others who can provide resource support. 1 new command, control and coordination (C3) centres established. Communication Strategy and Plans in place for ISF Strategy Implementation. IT systems provided & cyber security training conducted <i>(20 CybSafe licences at no extra cost to the Authority)</i>. 	<ul style="list-style-type: none"> 16 CSP project delivered independent of advisory support using CSP design methodology part funded by ISF and/or other donors. ISF website redeveloped to enable two-way communication with forward funding realised. 6 police stations refurbished with PPM regime in place. Job descriptions and performance objectives in place for senior to mid-level officers. Corporate Communications Strategy designed and delivered. 2 new C3 centres established. ISF people Strategy developed. ISF have Cyber security policy in place. 	<ul style="list-style-type: none"> 16 CSP funded from ISF and from other donors. Full communication strategy developed incl. social media, accountability reporting etc. 8 police stations refurbished with PPM in place. ISF HQ Policy and Strategy Unit established and operational with the publication of refreshed ISF Strategic Plan. ISF track performance of senior and mid-level officers. ISF community engagement policy and procedures are embedded throughout the organisation. 2 new C3 centres established.
Incentives	<ul style="list-style-type: none"> Baseline and end of year public perception surveys conducted in partnership with ISF. Civil society engagement strategy in place. ISF SP M&E in place to provide GoL with assurance of their delivery and therefore provide further support. Performance accountability (crime data mapping) in place. ISF launches donor coordination forum. Mechanisms for local level external accountability in place generating demand side pressure. 	<ul style="list-style-type: none"> ISF design, conduct and analyse public perception surveys with light advisory support. ISF allocates donor responsibilities to support implementation of strategy. Performance accountability reported to GoL. ISF leverages additional donor support and funding. 	<ul style="list-style-type: none"> ISF adapt SOPs based on community perception survey results. ISF sets donor objectives and performance targets. ISF leverages further donor funding and report against progress to all partners. ISF reports regularly to the GoL and to the public on performance.