

Our strong relationships with the Authority will ensure seamless client liaison from the outset. Torchlight, together with our partners, **First Call Partners (FCP)** and **B&S Europe (B&S)**, are currently delivering five projects in Lebanon and enjoy strong working relationships with key personnel within the British Embassy in Beirut (BEB). These insights, combined with wider directly relevant programmatic experience, such as delivery of the EU-funded *Technical Assistance to the Lebanese Internal Security Forces Project* - which seeks to address the ISF community policing knowledge deficit – provide us with an intimate understanding of the needs and support requirements of being BEB’s implementing partner to deliver HMG’s programme objectives.

Our effective project management and governance mechanisms minimise unnecessary resource demands on the Authority, whilst ensuring full visibility and ownership of the programme. Our success in doing this is predicated on the following:

- ▶ Our **breadth and depth of experience and connectivity** across stakeholders in the UK and Lebanon to identify and work with key influencers to build the imperative and capacity for progress;
- ▶ A full-time team on the ground with the required **technical skills and experience**, and wider call-down experts available at short notice, to ensure support is delivered in a timely and context sensitive manner;
- ▶ Having the **judgement and understanding** of the political and programming sensitivities that exist, to know when and how to seek agreement and guidance from the Authority, whilst at the same time being proactive and effective; and
- ▶ Having the **project management expertise and experience** to manage the team and provide the Authority with the necessary reports in a format, and at the time, required. This will include full responsibility for Security, Duty of Care and Welfare.

Client liaison arrangements to exceed delivery expectations. Torchlight have a proven, practised and transparent approach to the management of contract obligations which has seen the *successful delivery of over £35m of capacity development projects in the last 8 years without a single formal complaint* about the quality of work undertaken. We are committed to a ‘No Surprises’ culture on project reporting and progress. We are committed to exceeding delivery expectations through rigorous project management procedures which collect, analyse, and report on a range of Key Performance Indicators (KPIs). We strive for transparency on all activities and the progress that is being made and propose a governance structure to oversee our contractual obligations (see graphic). We pride ourselves on working in true partnership with our clients to ensure project success and are adept at dynamically re-tasking personnel or adapting delivery to overcome unforeseen challenges. This was recently evidenced in Lebanon where we supported the rapid transition and seamless continuation of two CSSF contracts from another supplier.



As referenced in **Section 1.2.8**, our Consortium has been carefully built to ensure our delivery is holistic, with strengths across the spectrum of security, justice and organisational development. **Torchlight, B&S, and FCP** will come together to form the foundations of each intermediate outcome area. These *delivery strands will integrate across activities to ensure lines of communication and adaptation that are both horizontal and vertical, with our Team Leader (TL) Richard Bone and Programme Manager (PM) Rania Skaine forming the key Points of Contact (PoC) both internally for the delivery team and externally to BEB*. We have carefully selected our consortium partners based upon complimentary skills and track record, and firmly believe our combined expertise will provide the Authority with the best possible team to deliver an adaptable project and sustainable impact.

Central coordination to ensure efficient and coherent management with timely and accurate reporting. Based on lessons learned from working in consortia, we will ensure efficiency and coherence across all programmatic activity by having a management team, based in Beirut, where our Team Leader, PM, Intermediate Outcome Leads, Monitoring, Evaluation and Learning (MEL) Team and Project Support Staff will oversee the quality and delivery of all activities and outputs. Our Intermediate Outcome leads will provide weekly reporting to the management team, spanning activities conducted, delivery challenges encountered, how they overcame them (solved) or whether further support is required (escalate), any project successes or demonstrable results, and any operational risks. By having this hub and spoke approach, we will hold a central, holistic view of delivery, risks, mitigations, financial management, MEL plan, and stakeholder engagement – enabling us to provide BEB with timely, accurate and complete updates, along with a central point of contact where we can quickly and accurately respond to any requests or queries they may have.

Constantly striving for excellence through Review, Adaption, Feedback, and Learning. As discussed in Section 1.2.4, a MEL plan will be agreed during inception. While the plan will provide a comprehensive Quality Assurance process and monitoring framework for performance of the contract, it will be important to conduct regular reviews of the appropriateness of the MEL Plan, adjusting in line with identified risks or areas requiring additional monitoring. Project progress and changes to the delivery plan will be managed through the following review points:

- ▶ **Strategic Advisory Board.** The project will be subject to quarterly reviews by the Board which has representatives from the programme team as well as our local partners ABAAD, ALEF and REACH as well as Social Development Direct whom will be providing objective scrutiny on our commitments and progress against our gender and disability commitments. The Board will make recommendations on the direction, content, progress and actions to mitigate risks. In addition, this will be the forum to discuss significant variations to the scope and the impact it would have on the Theory of Change and Results Framework. The

Authority will be invited to sit on the Board and encouraged to participate in this engaging forum on how to continue to improve the programme.

- ▶ **Monthly reports.** Monthly reports will be provided to HMG, summarising progress, financial performance, lessons learned and recommendations on work plan adjustments, issues and any risks that had materialised, and recommended adaptations and mitigations. Learning points from previous interactions will also be applied to future activities once agreed.
- ▶ **Quarterly reports** – will be submitted to HMG detailing progress against the Results Framework, outlining suggested adaptation to the programme delivery plan and provide evidence of our progress against our commitments on Women, Peace and Security (WPS), conflict sensitivity and disability approach. Each quarterly report will have a detailed financial report and narrative.
- ▶ **Regular meetings.** TL Richard Bone, and PM Rania Skaine, or indeed any of the full-time Intermediate Outcome Leads, will be available to meet with the Embassy at any level of frequency required – from monthly down to weekly or *ad hoc* as necessary. We will meet with direct counterparts for day-to-day activities on an ‘as needed’ basis.

Ensuring high level buy-in to maintain momentum and engagement. Our experience in Lebanon demonstrates that having a joint High-Level Steering Committee (HLSC) that the ISF DG and the UK HMA (or nominated representatives) attend to review project progress, sign off any new initiatives, and host ceremonial duties creates full project buy-in from all parties and keeps BEB front and centre within the programme. Our plan would welcome this as part of the overarching project governance, along with Strategic Implementation Management Unit (SIMU) as described in section 1.2.4.

Effectively managing performance to maximise positive impact and minimise programmatic risk. We understand that the Authority needs confidence that implementing partners are being resourceful, reliable and collaborative when delivering results, but also when diagnosing problems and identifying solutions. We pride ourselves on being a trusted commercial partner to HMG; our teams are, and always will be, easy to work with, ultimately reducing HMG’s workload. We ensure confidence at every stage by:

Handling a failure to meet KPIs. Our approach to project management, particularly in how we design and use implementation plans to guide and monitor our delivery against agreed results, is the key means to proactively ensure agreed milestones and KPIs are met. However, if at any point it becomes clear specific KPIs will not, or have not, been reached, the TL and PM will communicate this quickly and appropriately, either through formal review points such as monthly meetings or – especially in more serious cases – through immediate contact. This allows for open and constructive discussion of reasons for falling short, the consequences, and potential mitigations. An important part of this discussion will be identifying whether failure to achieve the milestone or KPI was a result of internal issues (such as overly ambitious milestones or team under-performance) or external factors outside our control, as it will inform not only how we respond technically but also whether a revision to agreed milestones/KPIs is necessary. This will ensure future delivery objectives are agreed and there is no gap between expectations for HMG, Beneficiaries, Torchlight or other stakeholders.

Robust procedures for dealing with complaints or problems, and escalation. During the last 8 years of Torchlight’s operation there have been no complaints or problems raised about the organisation’s performance. We have company operating procedures (COPs) outlining our complaints process and all complaints, wherever they originate, will be taken seriously and dealt with promptly. Complaints and problems will be checked for factual issues and assessed for their level of severity before establishing an appropriate course of action. Where on-the-spot redress is possible, issues will be dealt with immediately. In instances where this action is taken, subsequent notice will be given to the Authority Representative. All significant issues will be recorded on the project issues log, ensuring transparency and accountability to HMG. For this project, the owner of escalated issues is Project Director Douglas McKenna, full-time Torchlight Director with long-standing experience overseeing CSSF projects in the Middle East, South Asia and Africa, whilst Ed Dickson, Torchlight’s CEO, is the ultimate point of escalation.

Providing ongoing due diligence of partners/suppliers. Torchlight operates an ISO 9001:2015 accredited supply chain management system supported by best practice. Our Supplier Evaluation Guide provides an auditable framework for the selection and ongoing management of partners/suppliers. *Evaluation criteria include financial checks, governance and statutory declarations, and past performance references, supported and enhanced by deep-dive open source intelligence analysis.* Internal financial controls and segregation of duties ensure the financial integrity of our supply chains. Suppliers are provided a contract linked to activity and invoices are subject to a 3-stage review approved by the Finance Director. Our supplier evaluation and internal financial controls, together with programme team oversight, provide a robust framework for preventing fraud. All Torchlight staff undergo mandatory Anti Bribery & Corruption training, which is reinforced within COPs. All suppliers are made to contractually acknowledge adherence to the UK Bribery Act 2010. We would take quick and decisive action if attempted fraud is detected, ensuring full disclosure to the Authority.

Ensuring we maintain robust financial management and control. Torchlight’s Financial Management system formally complies with the UK’s Generally Accepted Accounting Practice (GAAP) and is managed and controlled by the Torchlight Finance Director, a Fellow of the Association of Chartered Certified Accountants. Following the successful inception of the programme we will agree client reporting and invoicing timelines and format. The Torchlight project team will then meet twice a month (as a minimum) to conduct:

- ▶ **Monthly programme finance reviews** – This is chaired by our Finance Director and attended by our Commercial Director (both of whom are named Torchlight Directors and part of the Group Board). Programme progress and risks are discussed from a financial perspective to ensure we continue to meet our client/contractual requirements, as well as manage financial risk with early awareness of potential issues so that appropriate action can be taken.
- ▶ **Client reporting / Invoicing** – Using our SAGE accounting system, data is reviewed in comparison to the forecast on the current months budget to ensure these costs are appropriate. Once this data has been reconciled it is reviewed by the finance team and subsequently used to prepare both the client invoice and update the client financial report which is then submitted to the client in line with the agreed schedule.