

Added Benefit: We are fully orientated and ready to commence inception immediately.

Our consortia are currently delivering 5 projects in Lebanon - we have local offices, established networks, comprehensive and scalable security, duty of care and safeguarding provision, along with detailed experience of mobilising CSSF programmes in Lebanon.

Our team of National and International experts are in place and ready to commence the inception phase immediately. All key positions have been filled and we have candidates for the remaining posts – ready to select the most suitable depending on the outcome of the inception phase findings.

Torchlight have a proven ability to effectively, efficiently and safely mobilise high quality, experienced and expert staff to international tasks. Honed over the course of more than 29,000 days of development support since 2011, we have worked with over 70 different overseas government organisations and deployed staff to 41 countries. We have designed, implemented, and proven the processes and procedures to analyse project requirements quickly, identify the necessary resources, assess risk and security implications effectively and mobilise personnel to meet exacting deadlines. Our robust and practiced methodology for mobilisation is captured in an externally reviewed Company Operating Procedure, as part of our wider ISO 9001 quality management process. Our consortia partners are equally experienced at effective mobilisation, as evidenced by the recent successful transition of an ongoing EU policing support programme ‘Improving Community Engagement and Dialogue Programme,’ where First Call Partners (FCP) and B&S Europe (B&S) got this large-scale intervention up and running, at full delivery pace and scale, within 7 days.

Ensuring availability and resilience - at readiness. For this programme we have 6 full-time staff and 12 SMEs, both national and international, who are qualified and dedicated to supporting the inception phase. A further cadre of 22 experts are ready to support the full programme and will be called forward depending on the outcome of the inception report. These staff include international and national subject matter experts from across the policing, community engagement, criminal justice sectors, as well as advisors who specialise in gender and conflict sensitivity, monitoring, evaluation and learning (MEL), human rights, PEA, logistics, human resources and project management. With over 700 S&J and International Development experts available through the combined consortia resource databases, we can ensure: resource resilience and reach back across the full spectrum of programme activities.

Assured provision of unified national and international project teams. All Torchlight’s key team members (international and local) are already contracted through legal framework mechanisms, enabling us to activate, prepare and mobilise them at extremely short notice. For those experts obtained through partners, formal teaming arrangements have already been put in place. To ensure consistency, Torchlight’s mobilisation procedures will be applied to all staff engaged on the delivery of the programme, allowing us to ensure coherence in all aspects of preparation, tasking, quality assurance and duty of care. The diagram below is specific to this programme and details how we have, and will continue, to ensure rapid, safe and compliant mobilisation:

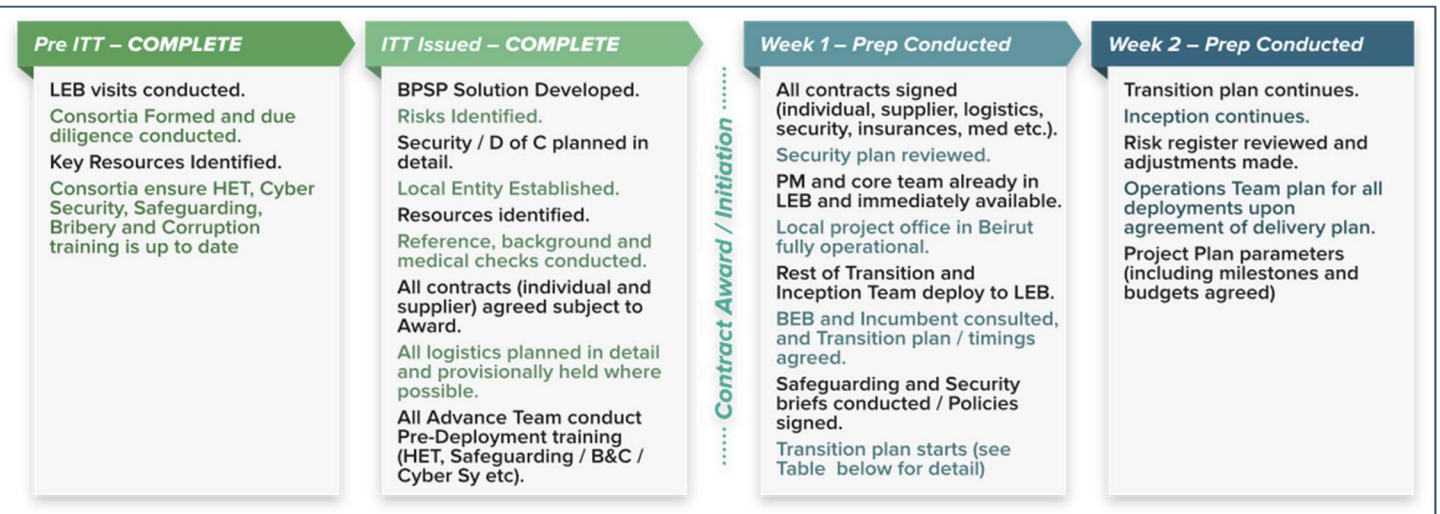


Diagram 1: Our mobilisation process for this programme has been established to make sure our inception phase team will be on the ground ready to start delivery immediately after signing a contract with the Authority. The majority of our team is already in Lebanon with established SSAs networks, making our consortium ideally placed to take on this contract.

We understand the practical and legal requirements for operating in Lebanon. Our Partners, B&S Europe, have offices in Badaro, Beirut, and Torchlight’s Lebanon SARL, in Beirut Central District, is due to be fully registered by mid-July 2019. Both offices are within a few miles of the BEB and is where our management team will be based, along with offices for project teams to use as required. Also based in our Beirut office will be our Operations and Security Manager, **Dave Bredo**, who will have responsibility for liaising with the Security Manager from the BEB. Dave will register all personnel working on the programme, national and international, to ensure that they receive regular security briefings (including pre-deployment and upon arrival). Our Lebanon team will be fully supported by Torchlight Group UK, where we have 36 full time employees dedicated to operations, development and deployments - we have the capacity to manage and deliver multiple programmes concurrently. This includes our HR Team, who run our staff vetting capability that is used to confirm the identify and

Our Programme Manager Rania and CSP Coordinator Rachel have both been working with ISF and other security agencies for the past 2 years on designing, procuring, and delivering CSP projects which have led to improved perceptions of the ISF in communities in Baalbek-Hermel and Akaar.

credentials of all staff working on the programme and the mobilisation of short term international staff for bespoke tasks such as Gender Sensitivity Reviews or short-term training deployments by experts in i.e. CT investigations or traffic policing.

Detailed experience of local procurement and facilitation. As part of our core delivery offer, we are proposing to refurbish local police stations across the 8 Governorates during the life of the programme, build regional Command, Control and Coordination centres, and carry out small Community Safety Partnership (CPS) projects together with Civil Society Organisations (CSOs). Our construction, refurbishment and procurement activity will be conducted in line with international best practice and in accordance with local laws – led by our Programme Manager, **Rania Skaine**, CPS Coordinator, **Rachel Douaihy**, and Senior Strategic Advisor, **Brigadier Bassam Boutros**, who have all been working with ISF and other security agencies for the past 2 years on designing, procuring, and delivering CSP projects. **Added benefit:** *Our team has long-standing experience of procurement in Lebanon - B&S have fitted out and equipped offices in the ISF training academy in Aramoun, and FCP have delivered 15 Community Safety Partnership projects, 7 in Akkar and 8 in Baalbek-Hermel, including the construction of streetlights in several villages.*

We are experienced in transitioning CSSF projects from incumbents, including Lebanon. All our consortia members have relevant and recent experience of successfully transitioning security and justice programmes in LEB. In March 2019 BEB transitioned two projects from Aktis Strategy to Torchlight within 1 week from initial engagement with BEB. In addition, FCP and B&S jointly led the large programme transition of EU’s Improving Community Engagement and Dialogue Programme in less than a week from award.

Maintaining Beneficiary Confidence and Momentum. Our team is currently delivering 4 projects in the Lebanese security sector, enjoying strong pre-existing relationships with key personnel within the ISF leadership in Beirut, as well as in other Governorates such as Baalbek-Hermel. Further our connectivity into other Lebanese Security Agencies, notably the LAF and GS will enable smooth inter-agency corporation from the start of the project. Under the EU funded ISF project Technical Assistance to the Lebanese Internal Security Forces **B&S have offices directly embedded in the ISF Academy in Aramoun, providing unique day-to-day access to ISF police officers.** **FCP work with CSPs at sub-national level is unique and has provided our team with deep understanding of community policing challenges and responses at local level which will enable us to hit the ground running and commence delivery outside Beirut immediately after the inception and transition phase.** Additionally, our long-term engagement with the LAF leadership offers the opportunity to support transition of security primacy from military to civil authorities, and ongoing projects provide communication lines to policy-level stakeholders including the Ministry of Interior and Prime Minister’s Officer to ensure senior political buy-in from the get-go.

Added Benefit:

Our privileged relationships with the beneficiary offer unique access and influence, enabling us to transition the programme without losing access, momentum or beneficiary confidence.

Ensuring a smooth Transition to ensure we build upon existing achievements and insights: We understand the importance of maximising benefits and insights of previous programmatic activity to ensure that we build upon, and amplify, success. What is equally important is capturing lessons learned (and identified) on what has and hasn’t been successful. We would expect the Transition to take no more than 2 weeks (noting we have a plan in place for accelerated knowledge transfer should this be reduced for factors out with our control). This will take place alongside the inception phase so that the most recent activities and understanding can shape and influence the functional needs analysis and programme design and implementation. Our handover team will be led by the Team Leader, Richard, and PM, Rania, and our Outcome Area leads with specialist support from Doug McKenna, Henry Smith and other SMEs as appropriate.¹ We will submit a detailed transition workplan upon contract signature, along with discussions around any project staff BEB would be keen to retain if commercially viable. Indicative transition activities include:

Transition Activities	Week 1	Week 2	Transition Objective
Desktop review of all programme documentation, to include all programme reporting, annual reviews and M&E reporting	X		Inform inception phase activities and project implementation design
Conduct ‘Lessons Identified’ workshop with inception team, BEB stakeholders and review current critical risks	X		To inform and adjust ToC current activity planning and general knowledge transfer
Meet with BEB OSM. Visit primary programme locations (incl. buildings such as police station in Ras Beirut)	X		Situational Awareness, review Programme Security Plans. Review Risk assessments. Orientation and insights to inform lessons learned and programme design
ISF relationship handover and introductions	X		Relationship management plan and stakeholder network mapping informed
Review Community Perception Surveys	X		Support location selection
Review M&E reports to assess progress to date against the Results Framework	X	X	Recommendations for areas of activity continuation, conclusion, or draw down
Test and adjust remaining Inception delivery in line with transitional activity findings		X	Increase effectiveness of remaining inception activity

¹ We would require access to all documentation, locations, continuing staff, stakeholders (with letters of support from BEB if needed), and potentially direct support from BEB staff in order to make this handover efficient.