Torchlight adopts a consistent, proven programme design methodology that inherently links analysis of outcomes defined in the Authority's SOR to the design of an achievable Theory of Change (**ToC**), the development of a methodology & approach which captures additional detail including the high level activities, and then allocates appropriate and necessary resources to these activities in a coherent manner. Once the initial programme design is completed it is then reviewed and refined to ensure Value for Money (**VfM**) across the lifecycle, including through benchmarking against best practice from previous successful Torchlight and consortia (First Call Partners (**FCP**) and B&S Europe (**B&S**) projects. This proven process is then underpinned by our robust financial and programme management expertise which assures VfM for the Authority at every stage. **Our Process is summarised below**:

Analyse Statement of Requirement	Design Theory of Change	Develop Methodology & Approach	Allocate resource to Intermediate Outcomes & Activities	Benchmark & Validate

Our financial methodology forms an integral part of programme management from the commencement of any decision to bid, to programme conclusion. It is through this rigorous process that we can drive efficiencies throughout.

The following sections now illustrate how each element of our programme design methodology reinforces the link between the Authority's Technical Requirements and the staffing and operational costs within our proposal.
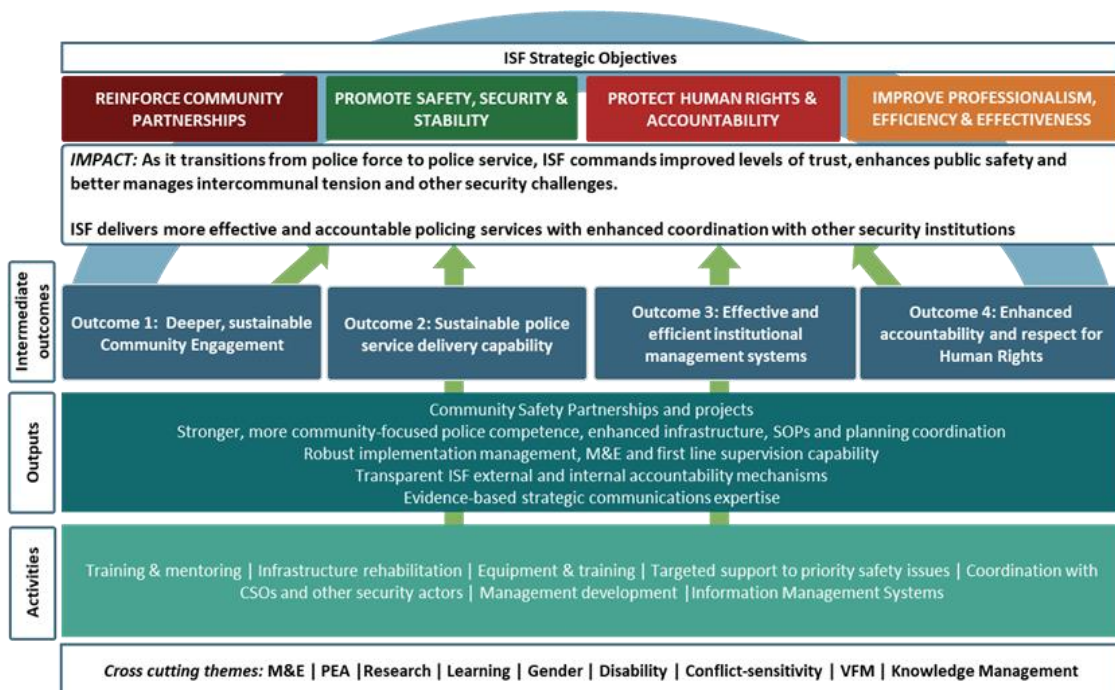
Design Theory of Change

Torchlight has designed this programme, and the allocation of staffing and operational costs, around three core principles to support HMG and ISF in delivering their strategic objectives, as defined in the SOR:

► Co-creation   ► Partnership   ► Ownership

By following these principles, we will be working together with, and for, the ISF enabling them over the life of the programme to successively manage and monitor performance of the programme and of the progress against the ISF Strategic Plan.

Recognising that the implementation of the ISF Strategic Plan 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 have selected and allocated 6 full-time technical and programme management[1] resources that will be embedded with the ISF to achieve the *Outcomes* and *Impact* as described in our Theory of Change below:

Develop Methodology & Approach

Linking Theory of Change to Methodology and Approach defines the relationship between activity, cost and achievement of outcomes. The key components of the financial aspects of our methodology and approach are summarised as follows:
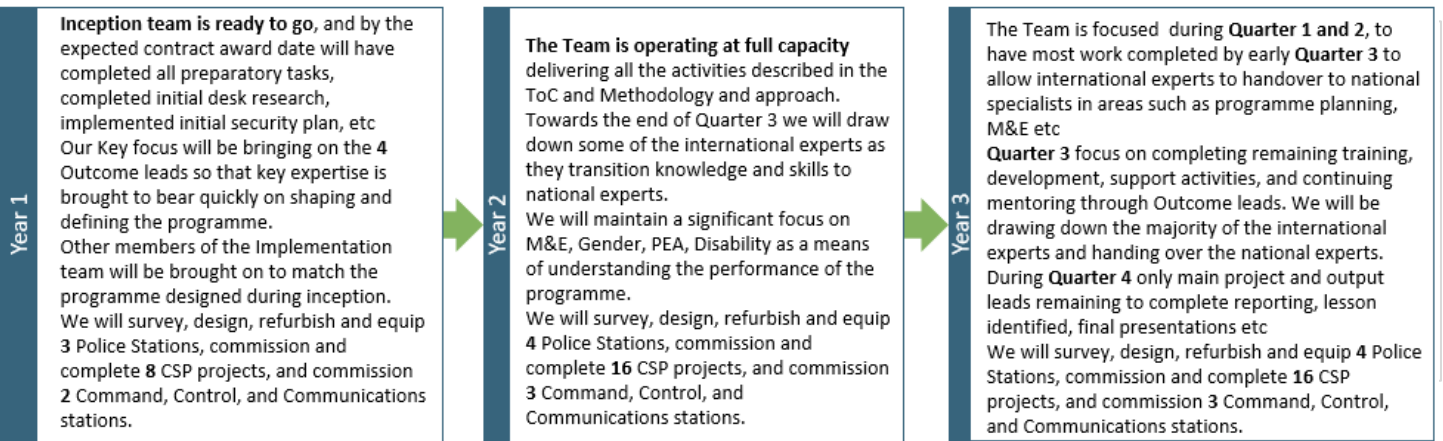
► By optimising our existing presence, enabling local teams and facilities, and leveraging our knowledge of both Lebanon and the ISF, we have been able to reduce start-up costs and focus exclusively on those activities and engagements that will have immediate impact.

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[1] 1 Team Leader, 1 Progamme Manager, 4 Intermediate Outcome leads accountable for delivery of the Results Framework

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▶ We have selected a small Leadership and Governance team to continually optimise the performance of the programme. Delivery will be based upon a cycle of iterative adaptations, following programme MEL recommendations, PEA, gender and disability review, and conflict sensitivity review. (**Shelley Dean** is an expert in this and will provide objective leadership to this work and help re-shape programme deliverables (outputs and activities) based on the outcome of the reviews).

▶ Based upon our comprehensive Monitoring, Evaluation and Learning (**MEL**) plan, we will use qualitative and quantitative data to 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 SSA) stakeholders, and community members, to ensure we have a 'live' grasp of what is working and what can be improved. This approach drives efficiencies into all programmatic activity, thus ensuring we only focus on 'what works' and de-focusing on areas that do not show progress and VfM.

▶ Our four Intermediate Outcome areas, as per our ToC, each with a dedicated full-time lead, have been designed in line with the ISF Strategic Objectives. The intermediate outcomes and supporting activities will be finalised during the Functional Needs Analysis in the inception phase to ensure efficient, effective and focused use of resources.

▶ We will maintain a team of local and international technical experts 'at readiness' who are available to the programme on a needs basis – driving VfM as we can meet all technical requirements, without having to pay resources when not being used.

▶ We are working with our partners, **FCP** and **B&S** on a 'Best Athlete' basis, ensuring competition and benchmarking of rates to drive efficiencies.

▶ Basing our Programme Team in Lebanon, using Torchlight's locally registered company, will drive T&S efficiencies and ensure we are compliant with local tax and employment legislation.

Allocate resource to Intermediate Outcomes & Activities

Our programme design philosophy assures a balance of costs between international and national experts and the infrastructure work needed to deliver Sustainability Outcomes defined in the Technical Specification. By increasing the use of capable national resources, our approach supports both sustainability and an orderly programme exit. The programme flow shown below highlights the key points of this approach:

Year 1

Inception team is ready to go, and by the expected contract award date will have completed all preparatory tasks, completed initial desk research, implemented initial security plan, etc
Our Key focus will be bringing on the **4** Outcome leads so that key expertise is brought to bear quickly on shaping and defining the programme.
Other members of the Implementation team will be brought on to match the programme designed during inception. We will survey, design, refurbish and equip 3 Police Stations, commission and complete 8 CSP projects, and commission 2 Command, Control, and Communications stations.

Year 2

The Team is operating at full capacity delivering all the activities described in the ToC and Methodology and approach. Towards the end of Quarter 3 we will draw down some of the international experts as they transition knowledge and skills to national experts.
We will maintain a significant focus on M&E, Gender, PEA, Disability as a means of understanding the performance of the programme.
We will survey, design, refurbish and equip 4 Police Stations, commission and complete 16 CSP projects, and commission 3 Command, Control, and Communications stations.

Year 3

The Team is focused during **Quarter 1 and 2**, to have most work completed by early **Quarter 3** to allow international experts to handover to national specialists in areas such as programme planning, M&E etc
Quarter 3 focus on completing remaining training, development, support activities, and continuing mentoring through Outcome leads. We will be drawing down the majority of the international experts and handing over the national experts. During **Quarter 4** only main project and output leads remaining to complete reporting, lesson identified, final presentations etc
We will survey, design, refurbish and equip 4 Police Stations, commission and complete 16 CSP projects, and commission 3 Command, Control, and Communications stations.

Benchmark & Validate

The allocation of staffing resource over the three years of the programme is fully illustrated in the chart below which is derived from data within the attached Price Model. This illustrates that the resource applied to the ToC 4 Outcomes is broadly equivalent, demonstrating that they have equal priority in the programme. Monitoring Evaluation Research and Learning, gender, conflict, and disability analysis accounts for over 19% and demonstrates our commitment to this crucial aspect of this programme. Programme management and support has been amortised across these 5 key areas.

% of Resource by Outcome by Year

Operational Cost Analysis by Year
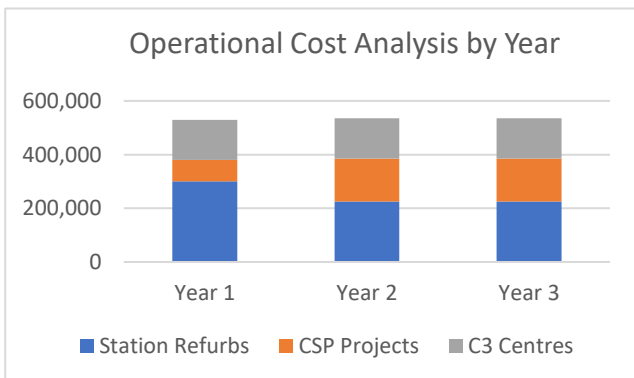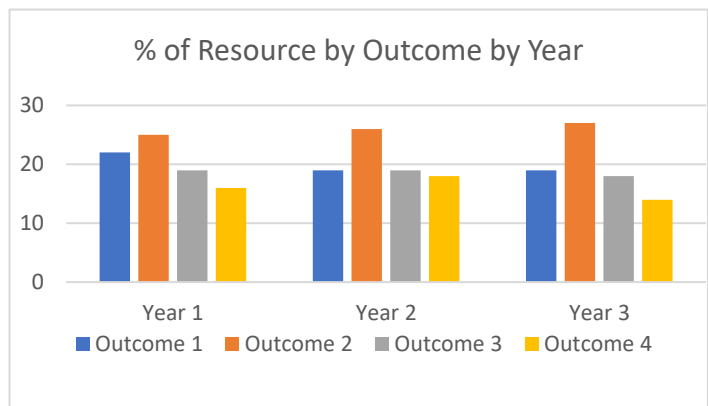
The allocation of Operational spend, as illustrated left, over the three years demonstrates a consistent 12% of the budget is being spent on the three key elements of Police station refurbishment, CSP project, and C3 centre commissioning.