

1.2.1 (2.1)	Explain your general approach, rationale, methodology and outline of activities as indicated in the statement of requirements as per the timeframe and budget specified.	Pages: 6	Points: 300
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**Uniquely prepared and qualified.** Torchlight has already demonstrated the ability to establish a safe and resilient operational platform in Lebanon and has a successful track record of providing a range of support to HMG on sensitive CT capacity building projects in line with National Security Council (NSC) Strategy Objective 3 of building Lebanese capacity to tackle threats to the country and mitigate spill-over from the Syria crisis. Most recently, we completed a 20-week mentoring and scoping exercise to support the BEB in developing greater visibility and understanding of the levels of competence, human rights compliance, and use of evidence and ethical investigative methodologies within the Investigation and Information Branches (IB) of each of the four main Lebanese security agencies, with a particular focus on the investigative processes of terrorism cases. The findings and recommendations from this project assisted in designing the scope and focus of this current requirement, with the Lebanese Armed Forces, Department of Military Intelligence (LAF DMI) prioritised as the preferred primary partner for intensified support to build an operational partnership, thereby achieving greater potential for direct collaboration on CT matters.

We are therefore confident in our ability to continue to support the British Embassy Beirut (BEB) in achieving a key objective of supporting the creation of compliant pathway through the Lebanese CT Criminal Justice System, which meets required UK legal and Human Rights standards, and with which the UK could cooperate closely within Lebanon in cases of terrorism with a UK interest. The focus of this programme will be to achieve the above by increasing the capacity, capability and Human Rights compliance of the LAF DMI and their ability to present comprehensive evidence to the Military Tribunal within the CT arrest-to-trial process. Ensuring throughout that the required levels of **evidential integrity** and **human rights compliance** are built into the procedures, processes and tactics utilised in each stage of investigative activity ‘from crime scene to court room’. Engagement with and peripheral attention will be maintained with other CT-focused institutions such as the IB of the Internal Security Forces (ISF), the General Security Directorate (GSD), and the General Directorate of State Security (GDSS), as well as any required support to the Military Police Prisons to achieve required standards for detention of CT suspects.

**Rationale and context.** Our approach, which is within the specified budget and expenditure timeframe, has been informed by our understanding of the desired outcome of this programme, as set out within the Terms of Reference (TOR), Torchlight’s expertise, drawn from knowledge and learning derived from delivering multiple CT-related capacity building programmes (see Section 3.1), together with our contextual knowledge acquired through recent interactions with stakeholders at all levels of the LAF DMI.

LAF is a mature and sophisticated organisation that possess a rules and regulation based military culture. Although relatively strong in capability, governance and compliance levels, the culture within LAF IB is hierarchical, with decision making held tightly at senior levels. The management of the investigative process lacks structure, with no standardisation of investigative doctrine or practice.

Whilst able to demonstrate capability in gathering significant information about suspects under investigation, this material, including; biographical, communications data, physical/digital/documentary evidence, witness and ocular, or evidence from potential co-accused is seen exclusively as a means of supporting the ‘interrogation’ process and to ‘overwhelm’ suspects, assisting in inducing admissions and confessions. This material is not properly recognised as inculpatory primary, secondary or corroborative evidence **in its own right**. This approach reflects the institutional ‘confession based’ expectation of the Lebanese inquisitorial legal system.

There is a clear commitment at all levels within the organisation to move away from an interrogation-led, confession reliant model, towards intelligence-led investigations and evidence-gathering. This was evidenced in March 2018 when senior stakeholders within the LAF DMI outlined their vision of change to the Torchlight Project Team and UK Police Attaché during a presentation. They highlighted two of their key priorities as being, i) develop an effective and compliant CT evidence-gathering and ‘follow-up’ capability to reduce reliance on the use of ocular and oral testimony, ii) to develop a CT detention facility that demonstrates and promotes compliance with Human Rights, in line with domestic and international humanitarian law (IHL). The DMI also identified requirements to develop capabilities in the areas of Counter-Terror Finance (CTF) and the putative identification of forged and counterfeit documents.

This view has been further reinforced by a number of LAF officers expressing the desire to counter the increasingly commonplace Defence tactic, with its reputationally corrosive effect, of ‘unfounded’ and ‘false’ allegations concerning the mistreatment of suspects during the investigation of suspected terrorist offences.

Our programme seeks to harness this positive momentum and build upon the clear trust that has been established by the Authority representatives and Torchlight mentor. We will continue to work closely with the End Users to further develop an implementation plan to transition this vision into a reality, ensuring it is fully aligned with Authority objectives to achieve greater levels of assurance around the compliant handling of CT investigations and treatment of suspects by its Lebanese partners, but ensuring the process is driven and owned by the LAF DMI, maintaining ‘buy-in’ and local ownership.

**Additional benefits** provided by Torchlight to this programme are:

- ▶ Our solution is informed by Torchlight’s experience of delivering £35m of UK HMG overseas security and justice reform, capacity building and capability development programmes, and delivery 18,000+ days supporting institutional change and organisational development.
- ▶ The team for this project have more than 150 years of collective experience within the field of CT policing and investigations.

- ▶ Our lead mentor has well-established relationships with both the BEB and key stakeholders within each of the primary and secondary target organisations.
- ▶ We are in a position to move immediately to implementation without the need to undertake any additional scoping or inception phase prior to implementation.

This will: ensure safe and effective operation; maintain positive momentum and stakeholder confidence; allow continued access to relevant facilities; and maximise potential for the rapid establishment of a persistent mentor presence within the LAF IB.

**Outline Approach.** Our approach to delivery is driven by mentorship, institutional support for organisational change and targeted skills training. All underpinned by developing and implementing an effective policy framework and standard operating procedures (SOPs) owned by the LAF DMI. Our programme plan has four distinct, but mutually reinforcing strands of activity focused on:

- ▶ Enduring mentorship
- ▶ Episodic training
- ▶ Evaluation
- ▶ Stakeholder engagement.

We will rapidly establish the framework for successfully delivering against all SoR tasks by an intensified period of activity at the outset of the programme. By deploying both a **Senior Investigations Mentor** and **Senior CT Advisor** we will be able to concurrently support the design and development of a strategic implementation plan to achieve the required changes within the LAF DMI IB in structures, processes and SOPs to transition the current 'Interrogation Section' **into** a holistic 'Investigation Department', and the tactical development of a progressive and coherent training and mentoring programme focused on improving the evidence acquisition capability of the unit. These parallel, but linked activities are deemed critical to the overall objective of the programme.

*Whilst the Senior CT Change Management Advisor role is not explicit within the SoR, we believe it will provide significant **added value** by creating the essential foundation and assisting in the development of a 'change management plan' to enable the accelerated attainment of objectives whilst retaining the confidence within Senior LAF leadership and 'buy-in' for the overall programme. This plan supports HMG's broader bilateral relationship and is entirely cognisant of the need to ensure that engagement with, and ownership of the relationships with all End Users is, and is visibly seen to be, owned by the BEB and HMG.*

These activities will be designed, delivered and measured to ensure the attainment of primary, secondary and tertiary tasks and objectives set out in the Terms of Reference (TOR). An indicative timeline of activity is provided in 1.3.1, with a detailed timeline to be developed in consultation with relevant stakeholders - sequencing of activity will ensure that 85% of each year's budget is delivered by 31 December. Our methodology for delivering this is detailed within the roles listed below:

#### **Senior Investigations Mentor and Advisor (50 weeks over 2 years – a 2 weeks increase on ToR minimum requirements).**

**Key tasks.** This role will seek to cover the following primary tasks listed in the TOR, as well as supporting the completion of all secondary and tertiary tasks.

1. Work with LAF DMI to design a comprehensive departmental plan for LAF IB to implement the transition from present 'interrogation' centric approach – to a holistic 'investigation' approach. Supporting the creation of structures, processes and SOPs within what is currently called the 'Interrogation Section' to build a more 'evidence gathering'-focused unit.
2. Develop – in conjunction with LAF DMI – a standardised investigative model/doctrine, and build capacity, capability and process around recognition and exploitation of evidential opportunities, reducing the reliance on confessional evidence. Training staff in the newly formed Evidence Team within the Interrogation Section and create processes and SOPs to ensure integration with the rest of the department.
3. Work with LAF DMI and other BEB projects to ensure Interrogation Section and Evidence Team joins up effectively with the CT intelligence functions of DMI, both as a customer and supplier.
4. Support and facilitate other HMG assets in the delivery of this, and related programmes where required (eg. Scottish Judicial Academy, Prisons Advisor, Intelligence capacity building and SO15 trainers).

We propose to deploy William Semple, a security cleared former UK Police Senior Investigating Officer (SIO) as our Senior Investigations Advisor and Mentor on this programme. Willie is recognised by the UK College of Policing as an Investigations Subject Matter Expert (SME) and is a Level 4 trainer. For this project he will be able to leverage his 15 years of experience of working with liaison partners and recent experience of delivering HMG CT sustainable change and capacity building programmes within the investigations pillar of a Justice and Human Rights Partnership (JHRP)<sup>1</sup>. As an **additional benefit**, he was the Mentor on the previous programme delivered to the LAF, ISF, GSD and GDSS on behalf of the BEB in Lebanon between August 2017 and April 2018. He is respected and networked across each of the four agencies and wider judicial sector in Lebanon, enjoying strong relations with some of the key stakeholders and End Users that will be involved in this programme, and is highly familiar with the operating environment. In addition to his mentoring role, he will draw upon his Level 4 Training knowledge to design and deliver a range of training interventions including, workshops and table-top exercises to include participants from the other Lebanese LE Agencies and Multi Agency These activities will seek to include participation from the wider donor community who are active in the Rule of Law and Security and Justice. E.g. Netherlands, EU, UN. A full CV for Willie is given at Section 1.3.2.

<sup>1</sup> He led Torchlight's sustainable change and CT capacity building programme between UK and Nigeria, that successfully concluded this year.

Willie will be embedded within the LAF DMI to support the delivery of the primary objectives set out in the TOR whilst continuing to maintain and build connectivity within the ISF, GSD and GDSS, and other CT-focused institutions to support relationship-building and provide CT capacity building and advice as directed by the BEB. In all cases, the Mentor will continue to support the BEB in identifying concerns in operational practice, potential impediments to cooperation and areas of greater risk to HMG when collaborating with each of these agencies and designing and implementing measures to mitigate against these risks. The primary role of the mentor is shown in the illustration to the right.

Governance of investigations and decision-making within the CT process is generally weak, and while the LAF do have some SOPs that govern elements of process, they lack a codified systematic approach to managing investigations. Devolved and delegated 'decision making' runs contrary to the hierarchical nature of the organisation. Our programme will work to instil the concept of Strategic – Operational and Tactical separation of responsibilities, reducing the immobilising effect of senior level intrusion into every aspect of operational functions. We will support the development of Tasking, Coordination and Prioritisation of activity based on codified processes and procedure. The Mentor will therefore play a 'hands-on' role in order to instil the introduction of systemised process which reflect legal compliance, build confidence in delegation, supports inter-departmental cohesion, and the prioritisation of assets to the End Users whilst working with them to develop systems and processes to embed new operating procedures.

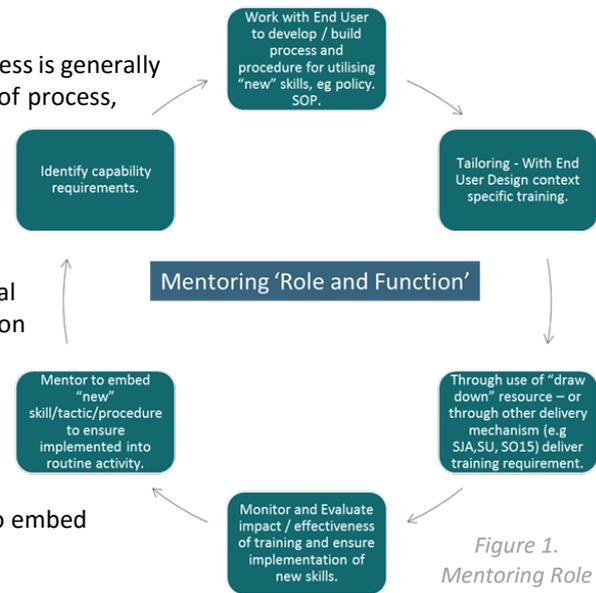


Figure 1.  
Mentoring Role and Function

The mentor function will drive training and development activity, using his visibility of existing capability, culture and working practice to support the development of a progressive and coherent training and mentoring programme, supporting the development of compliant policies and procedures – all of which will reflect local legal practice and operating realities. We will ensure coherence and accelerated learning by building upon the Torchlight CT workshops that covered a range of subjects, including: the UK's CT (CONTEST) strategy, Decision Making Model and an overview of the Intelligence Cycle, as well as a series of syndicate exercises that touched on key aspects of investigations, such as covert evidence gathering, forensics and biometrics, suspect management, detention times and interview processes. Our training strategy, detailed below, will ensure specialist support from Torchlight and/or SO15 is targeted and prioritised. Sustainability will be further achieved by ensuring effective integration within the rest of the LAF DMI and interoperability within related agencies, through joint exercises multi-agency training and awareness.

More specifically, the Mentor will ensure that training interventions lead to improved practice through the development of a vocational training strategy, including post-training assessment; whilst the Kirkpatrick assessment of training has merits, work-based assessment adds to this process, introducing student workbooks to describe a portfolio of evidence where new skills have been utilised. These will be linked to individual development plans for participants to complete, identifying how the individual student has embedded their training into the operational context. Students will be required to produce these portfolios of evidence to demonstrate operational competence and this achievement will be linked to the M&E plan for training. Achieving competence can be linked to potential incentives, such as qualification for advancement or promotion, for example, if agreed by the Authority team and End User.

The Mentor will, *in addition*, deliver activity focused on improving the following skills:

- ▶ Participants' leadership, management and supervisory skills;
- ▶ Individual professional development process, by equipping participants with effective skills, knowledge, tools and ideas to support operational development;
- ▶ Problem solving and thinking creatively in a CT context.

**Reporting.** In addition to regular verbal updates, written reports will be produced at the end of each mentoring intervention detailing progress and highlighting any areas of human rights compliance concern. An interim and final report summarising progress made and recommendations for future activity will be submitted to the BEB team at the end of each period of deployment.

**Added Value - Senior CT Change Management Advisor** (6 weeks included within our costed proposal not specified in ToR)

**Key task.** Work with LAF DMI operational commanders and provide Senior Level engagement to support the design and implementation of structures, processes and SOPs to transition the current 'Interrogation Section' into a holistic 'Investigation Department', focused on the evidence acquisition capability of the unit.

Our solution includes the provision of a Senior CT Change Management Advisor to provide *added value* through the additional resource to further support the process of securing buy-in for organisational restructuring and institutional change during the

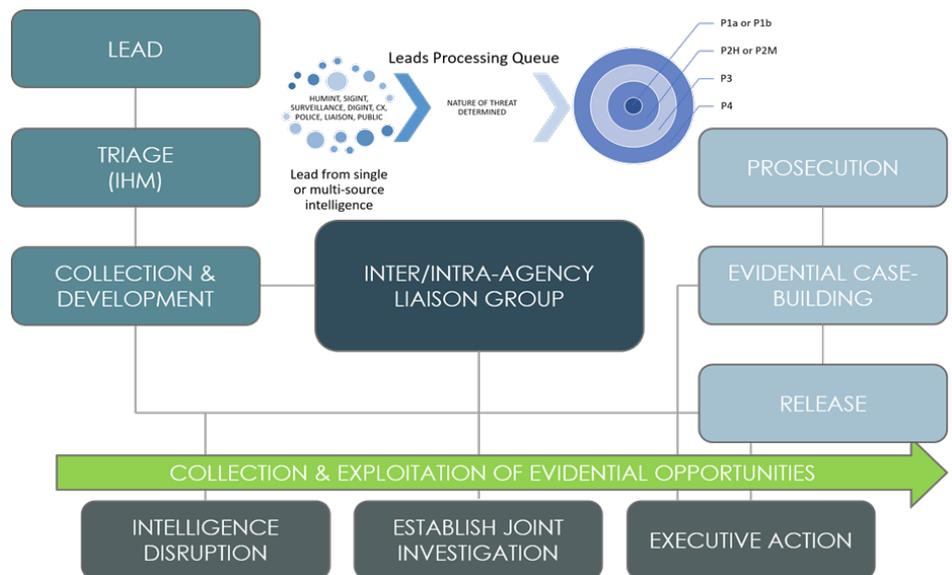
initial phases of the programme. We propose that Douglas McKenna, Torchlight’s Director Security and Justice will perform this role. In addition to his 20 years of experience as a Senior Investigating Officer, and latterly as Head of SO15, Doug has worked extensively with UK and International CT organisations. He has directed a number of CT institutional change programmes, both when engaged by the UK Government (Head of CT, FCO, Islamabad) and also commercially in his present role. These include work in Pakistan, Afghanistan, Nigeria and Indonesia. In addition to this specific role, Doug will also provide programme governance for this programme and will be the point of escalation for any issues that arise. He will provide advice and insight on how best to continue to orientate the mentoring and any training so that it effectively aligns with key outputs of the 2nd Pillar of a JHRP, most notably 1, 3 and 4:

- ▶ **Output 1:** Human rights and evidential standards embedded as routine business for the End Users and consolidated intelligence capabilities to support an increased flow of credible cases into the judicial system;
- ▶ **Output 3:** End-to-end integrity of the investigations pillar at local and national level;
- ▶ **Output 4:** Through sustainable change and training, ensure the End User is able to maintain operational capabilities and Human Rights compliance.

Delivery of these outputs will assist to provide reassurance that potential threats to the UK are being appropriately and effectively addressed through the development of a self-sustaining partner organisation that is able to confidently investigate CT cases in an effective human rights compliant manner.

The Organisational Change Advisor will build the understanding which supports buy-in for adopting local models which reflect UK experience of CT investigations as part of the transformation process. For example, this function, will provide the rationale and benefits of establishing a Strategic Decision-Making (SDM) body – in UK Intelligence Community (IC) terms, the Executive Liaison Group (ELG) process, and the National Decision Model (NDM) – both processes serving to balance the imperative of protecting public safety, against the desire to gather and maximise intelligence and evidence gathering opportunities, as illustrated in the graphic below. All of these points will be further reinforced by the Mentor who will be tasked with ensuring the institutionalisation and operationalisation of these core concepts into the day-to-day activities of the Department.

We are clear that the objective of this programme is focused on the **identification of evidential opportunities, its collection and presentation** during CT activity, essentially the elements on the right of the diagram. We also recognise that for the whole system to work effectively, this programme must work seamlessly with and coordinate closely with the intelligence development activity, delivered by others, to ensure there is a shared understanding, with common language and integrated process. Where possible ALL activity, both intelligence and investigation focused should be undertaken to evidential standard requirements, thus ensuring the best possible opportunity to disrupt and deter terrorist activity by securing successful criminal justice outcomes.



Our delivery will provide for high-level sessions, both LAF focused and multi-agency, to underline the importance of senior leadership messaging, cascading down within the DMI and across other participant CT Criminal Justice institutions to secure buy-in across and at all levels communicating a unified strategic vision, and ensure appropriate levels of cooperation and attendance on subsequent training interventions to help achieve that vision. This includes the delivery of CT investigator courses as well as the identification and development of a cadre of officers to lead and manage evidential investigations at Senior Investigating Officer (SIO) level. These SIOs will play a key role in the coordination of any ELG-style strategic decision-making body, prioritising leads that come in based on a system of triage modelled on the UK’s Intelligence Handling Model (IHM – see graphic above) and ensuring the appropriate recognition and exploitation of evidential opportunities at an early stage in the investigation.

The role of Organisational Change Advisor will be performed by a former senior UK Police Officer with extensive experience of supporting law enforcement and intelligence agencies in achieving institutional reform across a wide range of jurisdictions and complex environments, including Pakistan and Nigeria. This individual would also look to support any serving senior Metropolitan Police officers or other UK Government assets that are deployed to Lebanon to support HMG messaging around this programme.

These roles are deemed critical to the success of the programme since they will serve as an opportunity to support the BEB in engaging at the most senior levels of the LAF DMI and further demonstrate UK commitment to supporting Lebanon in managing the significant internal and external challenges it faces, as articulated during the Rome II Conference in March 2018, for example.

### Specialist CT Investigations and Evidence Trainers (14 weeks – a 2 week increase on ToR minimum requirements)

**Key tasks.** Our experienced CT Trainers will support / compliment the Senior Investigations Mentor by providing the following primary tasks listed in the TOR, as well as supporting secondary and tertiary tasks. (*additional VfM of our proposal being that our mentor is a qualified level 4 trainer, able to deliver integrated and ad-hoc training interventions to support capacity building*).

1. Design and deliver training interventions to support own role as mentor and broader integrated programme outcomes.
2. Train staff identified by the unit in suitable presentation for court of a range of evidential products (eg. CCTV, phone records, forensics, digital evidence, including social media).
3. Identify, train and mentor a core group of officers within the unit in the skills required to lead and manage evidential investigations (Senior Investigating Officer) within the Lebanese context.
4. Train existing and recruited members with basic CT investigator / evidence gatherer skills where required.
5. Identify and meet specialist training needs within the unit, including T3 capacity to build sustainability within LAF..

An *additional benefit* to our programme is a 2 week increase (against SoR minimum requirements) in specialist training expertise to further support the transformation of the department from an interrogation-led model towards intelligence-led investigations and evidence-gathering. We have made recommendations based on the information provided in the TOR, including; the recognition and exploitation of evidential opportunities, continuity and admissibility of evidence, converting intelligence into evidence, forensics and evidential practices around the use of Open Source Intelligence (OSINT), communications data and Digital Exploitation. This will be discussed and agreed with LAF and BEB based on requirements identified during mentoring process. We will drive 'joint training' interventions across the various Law Enforcement and Criminal Justice institutions to build understanding, confidence, technical knowledge and social capital. The mentor will identify and deliver these activities where appropriate.

Training interventions will be designed in partnership with LAF and other potential End-Users to ensure it is contextually relevant to the operational environment, adheres to local legal requirements and capable of being integrated into operational practice. Our Human Rights and Gender Equity approach is outlined in Section 2.2, this ethos will be integrated into all aspects of this programme. Our design and delivery processes are underpinned by Skills for Justice (SfJ) providing an *additional benefit* that our training development and delivery methodology has been quality assured by a UK awarding body. Furthermore, Torchlight is an Accredited SfJ Awarding Centre, providing options for training to be delivered to an accredited standard. Potential areas of support to the LAF DMI and other security agencies might include the following:

- ▶ **Biometric, forensic & digital collection and exploitation.** In the course of our delivery of the last phase of the mentoring programme, we established that the LAF have a limited level of biometric forensic capability and capacity which is dependent upon access to and use of other agencies databases. Separate organisational silos exist, these provide very limited pooling and sharing of information across the national CT investigative spectrum. While the ISF lead on forensics, there is no obvious sharing or flagging of information. Similarly, the ISF's digital media exploitation facility is virtually 'brand new' with computer hardware and software funded by the EU. The facility appears to be underused by the wider investigations and evidence-gathering community. Digital media evidence-gathering capability appears to exist, but again appears to be underused: an in-depth forensic digital media capability and capacity review would therefore be worthwhile, as well as the delivery of forensic awareness and evidence-gathering training and the development of effective forensic policy and operating procedures.
- ▶ **CCTV / ANPR capability.** State-of-the-art public space CCTV infrastructure exists across Beirut; however, CCTV exploitation is underused as an alternative source of CT evidence-gathering by all four organisations. There does not appear to be any current fixed or mobile ANPR capability. We would therefore recommend training CT investigators and technicians to trawl, recover, review and present CCTV digital data in an evidentially compliant manner, as well as supporting the provision of an ANPR capability to include training and mobile hardware for use on non-arterial routes.
- ▶ **Open source, digital and social media monitoring.**
- ▶ **Cognitive Interviewing of Suspects and Witnesses (PEACE Model) Training**
- ▶ *Added Value* - Inclusion of a 2 x 1 week Train the Trainer (T3) Interventions. We have found this an essential skill to develop in order to ensure sustainability within the End-User organisation across a range of capabilities, beyond the life of the project.
- ▶ *Added Value* - Interpreters for all training interventions. Given our experience, we feel it important to have coherence and consistency with interpreters for all training interventions to optimise delivery impact and thus knowledge transfer.

**Independent Monitoring & Evaluation (6 weeks).** We have planned for six separate deployments for an independent M&E expert throughout the programme, starting in July to work with BEB and the End Users to develop an appropriate M&E framework and measurement process, returning every six months to conduct reviews and data analysis, as required. This role will be conducted by Becky Austin, a highly experienced M&E practitioner. As an *additional benefit*, she has worked extensively on HMG projects,

advising JICTU and Cabinet Office on CT M&E standards and methodology, globally and regionally. She possesses specific knowledge on Lebanon from her engagement supporting the Joint Integrated Border Programme providing understanding of the operating environment. Becky will serve as the independent third party to lead on the design and independent assurance of the programme, and will be supported by our own in-house M&E team from the UK. Further M&E detail in sections 1.2.2 and 1.3.1.

**Tertiary Tasks.** In addition to those primary and secondary tasks described above, we have excellent knowledge of and existing connectivity within the Lebanese judiciary and military tribunal process which will enable us to effectively provide additional CT capacity building in line with the tertiary tasks listed in the TOR; namely: Judiciary (military tribunal); CT prisons intelligence with LAF DMI and ISF IB; CT detention management with LAF DMI and LAF Military Police; and CT detention staffing with LAF DMI and LAF Military Police. For example, we enjoy an excellent relationship with Dr Omar Nashabe, who was recently commissioned by the BEB to conduct an external review of the Military Prosecutor and Military Investigating Judges in respect of CT cases, as well as Martin Farquhar, who recently conducted an external review of CT detention facilities and who sought our input during the process given the excellent access and insight we had been able to generate through the mentoring programme.

**Gaining Access to Premises / Organisations.** The intricate and complex political and sectarian affiliations and loyalties of the primary security agencies makes them 'courteous but cautious' and reserved hosts, both between agencies and external partners. Each organisation exists within a silo, with little evidence of inter or intra-agency coordination. Within the GSD, for example, investigative processes appear to operate under a strict need-to-know basis which, from our observations, seems to stifle internal partnership working and information sharing. We will astutely and sensitively navigate these complexities during the first deployment to further build trust and assurances around our ongoing and persistent presence in their facilities while respecting the sensitivities of the work involved. Since no formal process exists for securing access to LAF DMI facilities, our Mentor worked hard during the initial phase of this programme to develop and leverage trusted personal relationships to successfully secure clearance and admittance through stringent security checks. Based on this experience, and the robust and enduring nature of the relationships we have established, we are entirely confident of being able to secure ongoing access and office space within the LAF DMI compound for the duration of the programme. This will be further enabled by engaging senior LAF DMI leadership at the outset of the project, ensuring their buy-in to the programme, highlighting how the approach and strategic objectives are fully aligned with their own vision of change as articulated to us during a meeting in March.

**Project Management.** Our approach to project and programme management is based upon best practice derived from internationally recognised, tried and tested project management methodologies. Its approach is both generic and agile enough that it can be applied to projects of varying sizes, yet also specific enough to provide tools of great benefit to both Torchlight and its clients. By managing project commonalities in a consistent manner, the efficiency of delivering a project is improved whilst also reducing risks and learning effective methods to mitigate these risks. As an integral part of our ISO 9001:2015 quality management system, Torchlight's Business Delivery Manual provides comprehensive guidance to oversee delivery to ensure that core principles of project and programme management are incorporated throughout all stages of delivery.

**Capacity for flexibility, including uplifts and downsizing of the project team.** Through over five years of experience delivering projects in Lebanon and experience of operating in other complex environments, we understand the need to maintain a flexible approach to programme delivery. With 45 full-time employees, supported by a network of 300 specialists, we can access wider professional technical expertise in a timely manner, be it individual experts or integrated multi-disciplinary teams, chosen for their ability to continuously respond to project demands, often within a short timeframe. Within the project team, the skills and experience of each expert and advisor proposed for this project are diverse, integrated and complementary, with many having directly relevant experience of the Lebanese security sector (see 1.3.2). We can flex, surge and contract the different functional elements of the programme, reflecting requirements, absorption capacity and security.

**Experience of delivery of changing and complex requirements.** Torchlight have been operating in complex environments, including fragile and conflict affected states (FCAS) in the Middle East since 2011, and have extensive experience in dealing with changing requirements borne out of highly volatile and challenging environments. We maintain a regional headquarters in Amman, Jordan from where we coordinate management and logistical oversight for programmes in Jordan, Lebanon, Iraq, Syria, and Turkey. Our operational support team oversee networks of associates spread across more than 15 live projects across the Levant, North, East and West Africa, the Indian Subcontinent and South America, providing day-to-day direction, instruction, and support for field operations. Through this managerial structure, we are able to provide effective programme management, oversight, quality assurance, and contingency planning on an immediate and ongoing basis, supporting our wide network of local teams in navigating the complex environments where they work and steering them towards successful project completion.

**Ability to work with local law enforcement.** We are experienced in managing projects with host governments across the region, including Jordan, Lebanon, Syria and Iraq, and are able to carefully and adeptly navigate cultural and institutional sensitivities, access, security, bureaucracy and other constraints, managing interaction diplomatically without compromising overall programme and project objectives.