



PROJECT PROPOSAL FORM

Part A: To be completed by the Project Implementer

Project Title	Investigations Advisor and Mentor		
Purpose	To continue to provide capacity development to LAF DMI in their efforts to adopt evidence-based investigations and support their ambitions to be recognized as a centre of excellence for investigating suspected terrorist activity.		
Short Project Summary	Continue to provide mentoring to LAF to ensure engagement at an operational level builds on the confidence and trust that is enjoyed at present. The next steps are directed at ensuring skills and tactical capabilities are utilized and implemented into routine business.		
Cost What is the TOTAL cost of the Project	FY20/21 to FY21/22	£799,765	
Of this total, please detail the cost to the FCO and, if relevant the cost to co-funders	Cost to FCO	£799,765	Cost to Co-funders
Timing	Planned start date:	April 2020	Planned completion date: March 2022
<p>PLEASE ATTACH A FULL ACTIVITY BASED BUDGET (in Excel). Proposals without an activity based budget will not be considered The Activity Based Budget must match the activities and timings set out below</p>			

Implementing Agency Name: Address; Telephone Numbers; Email; Website		Torchlight Group Limited Windmill Hill Business Park Whitehill Way Swindon SN5 6QR United Kingdom +44(0)1793 441455 www.torchlightgroup.com
Will the Implementing Partner be sub-contracting any other agencies to carry out elements of the project activities? If Yes, please provide details <i>Good procurement procedures must be followed – please refer to Annex C of the FCO Grant Contract</i>	No	

Project Plan

Project Purpose/Objective (Outcome): Lebanese Armed Forces (LAF) conducts more evidence-based investigations and submits comprehensive case files to the Military Tribunal (MT)				
Indicator(s)	Baseline (2020 – Phase I)	Sources	Milestones	Target & Date
Reported % of interviews conducted by LAF using the PEACE model under CT cases	Apr to Jul 19: 45% suspect interviews / 90% witness interviews	LAF, CT Advisor/Mentor (CT AM)	Anecdotal reports in the use of PEACE on at least 2 occasions	Q4 FY 20/21
Reported level of quality of the case files according to agreed criteria	Varied levels of quality between case files and between agencies	MT	Judges report that standards of quality are met consistently	FY 21/22
Level of confidence of the UK (British Embassy Beirut - BEB) in the ability of LAF to conduct human rights (HR) compliant interviews, using the PEACE model	Low	BEB	BEB assesses that compliance pathway has been established	FY 21/22
(Intermediate) Outcome 1: Capabilities, structures and processes in place for the management of evidence and investigations within the LAF DoI				
Output 1: LAF Evidence Unit and Interrogation Section are fully functioning with processes/procedures in line with evidential standards for Lebanese courts				
Number of standard operating procedures (SOPs) based on training/manual	Some SOPs exist	CT Advisor, LAF	1 SOP identified for inclusion in the manual (which is in line with the manual guidance)	Q3 FY 20/21
Transition of PEACE training to LAF	LAF developed modules increasing	Torchlight (TLG) Assessors	Train the Trainer (T3) trained LAF signed off as competent to deliver PEACE course in its entirety	Q4 FY 20/21, into FY 21/22
Activities linked to Output 1	<p>Mentoring by CT AM</p> <p>Creation of roles/responsibilities for Interrogation section (including gender elements)</p> <p>Meetings with LAF regarding Investigations Manual</p> <p>Workshops/exercises for Evidence Unit</p> <p>Implementation of LAF Investigations Manual within Evidence Unit and Interrogation Section</p> <p>Review of SOPs to identify areas for development, directly linked to the Investigations Manual and PEACE methodology, both within individual sections and also joint SOPs across the sections/with MT</p> <p>Succession plan to maintain cadre of LAF trainers within Evidence Unit and Interrogation Section</p> <p>Mentoring/assessment/transition of PEACE training to LAF with further LAF delivered courses to Beirut staff</p> <p>Additional module development for T3 trained trainers</p> <p>Monitoring and evaluation</p>			

(Intermediate) Outcome 2: A professional development pathway is established for LAF Investigators across various units

Output 2: Agreed curriculum for Investigating Officer (IO) training is in place

Learning objectives for IO training programme agreed	No training programme in place	CT A/M, TLG Trainers, LAF	Learning objectives developed based on agreed roles/responsibilities	Q2 FY 20/21
New recruits receive IO training	No IO training	LAF, training records	IO training programme agreed and delivery initiated	Q4 FY 20/21, into FY 21/22
Development of IO modules for LAF T3 trained trainers	No IO training modules for LAF trainers	LAF, TLG Trainers	LAF T3 trained trainers selected to be mentored on module development	Q4 FY 20/21, into FY 21/22
Performance management system	No system in place	CT Advisor, LAF, Evaluation/Assessment Subject Matter Expert (SME)	Concept for workbooks piloted (PEACE)	Q4 FY 20/21, into FY 21/22
Activities linked to Output 2:	<p>Mentoring by CT A/M</p> <p>Define roles/responsibilities for Investigators</p> <p>Review of requirements to establish learning objectives for Investigating Officer training</p> <p>Development and delivery of IO training based on UK principles of an investigation ethos (with modules for awareness, practitioners and supervisors)</p> <p>Coordination with MT, Military Police (MP), DMI intel unit on inputs for IO training</p> <p>Delivery of T3 to additional members of LAF intended to be involved in IO training (with consideration for T3 for members from ISF and MP as per BEB request)</p> <p>Development of IO training modules for T3 trained LAF trainers</p> <p>Mentoring of delivery of IO training by LAF</p> <p>Development of workbooks for performance management system</p> <p>Monitoring and evaluation</p>			

(Intermediate) Outcome 3: Improved inter-department cooperation within LAF and interagency cooperation between LAF and MT

Output 3: LAF recognises the benefits of information sharing internally amongst specialised units and with other external agencies

Attendance in joint activities	Limited joint activities being conducted	Project activity records, LAF	Joint workshop to discuss evidential standards	Q1 FY 20/21
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Number of joint initiatives agreed	Limited number of joint initiatives agreed	Project activity records, LAF	MT feedback on case files for LAF cases	Q4 FY 20/21
Activities linked to Output 3	Mentoring by CT AM Delivery of interagency workshops/seminars (LAF, MT, MP, ISF, GS) Coordination with specialist LAF units and MT for input on IO training Agreement on application of evidential standards for legal system Design of plan to standardised case file to improve quality and content of submissions to MT Monitoring and evaluation			

Sustainability

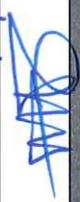
The continued mentoring and further development of LAF trainers will result in LAF being able to cascade training throughout the organization, and beyond the span of this project. The transition of the PEACE training, started in FY 19/20, will be completed in FY 20/21 with sign off on competency that LAF can deliver the assured training that is documented. This approach will be used for the IO training. Through the proposed joint activities, there are opportunities to highlight the benefits of interagency cooperation and also introduce concepts such as working groups—these can be initiated under this project with a transition plan to ensure ownership remains with the LAF. The Investigations Manual, drafted in FY 19/20, is now LAF owned—we will continue to provide guidance to LAF to continually build/refine this as a living document. A plan will be developed to align/refine/draft SOPs based on the manual/training, ensuring that these are LAF created so that ownership is maintained from the start.

Risks	Risk	Impact	Like-lihood	Management	Escalation Point
	HSS concerns including civil unrest (including the recent developments during October 2019), terrorism-related risks, crime and road traffic risks disrupt regular business or affect programme staff.	H Low/ Medium/ High	L L/M/H	<p>Management <i>How will the risk be managed and monitored, what are the mitigating actions, and who is the risk owner</i></p> <p>Robust risk assessment and HSS plan in place, including incident response, crisis management (including evacuation protocols), safety mitigations. Security updates via local security liaisons and local media. HEAT training for staff deployed to higher risk locations.</p> <p>As per Torchlight's documented Duty of Care procedure, the team continues to monitor the situation in Beirut, and wider Lebanon, closely. CT AM is in regular contact with the CTIA at BEB, and continues to liaise with LAF by telephone. Similarly, Torchlight HQ are in constant communications with the team in Beirut, and receive an update on personal welfare and the ongoing situation</p>	<p>Escalation Point <i>At what stage will the management of this risk need to be escalated</i></p> <p>If situation detracts from meeting deliverables or if there is a serious risk assessed to personnel</p>

				<p>from CT A/M and the Project Coordinator on a daily basis. During the period of protests and strikes, as a precaution, CT A/M was working from his hotel where he continued to develop the investigations manual. Should the situation deteriorate, or should CT A/M express that he no longer feels safe in Beirut, Torchlight will take necessary steps to extract CT A/M to a safe location (with support from Torchlight's emergency assistance provider, as needed).</p>	<p>Continuous communication with BEB to monitor/assess</p>
<p>Changes to national political landscape lead to disengagement, loss of political background or resources from project. E.g. major disagreement between Ministry of Defence and Ministry of Justice</p>	<p>L</p>	<p>H</p>		<p>Routine political analysis and stakeholder mapping, with close coordination with HMG on response to national level political change, i.e. pre-emptive engagement with new leaders.</p>	<p>Continuous communication with BEB to monitor/assess</p>
<p>Damage to HMG reputation as a result of human rights violations</p>	<p>M</p>	<p>H</p>		<p>Mainstreaming of human rights into all inputs and outputs. Regular tracking through Results Framework quarterly assessments. Staff training, and robust protocols for reporting possible violations to HMG.</p>	<p>Report suspect violations to BEB</p>
<p>Reduced LAF project ownership and support due to a change in LAF DoI leadership</p>	<p>M</p>	<p>H</p>		<p>Fully consultative, co-created and co-managed approach designed to ensure project aligns with LAF objectives. Leveraging existing reputation with leadership of LAF. Engage broadly in DoI and Deputy Chiefs of Staff to generate broad, cross-confessional support, reducing reliance on key individuals (though DoI will remain key project owner).</p>	<p>Continuous communication with BEB to monitor/assess</p>

	Dol resistance to new methods and internal information sharing due to political/cultural affiliations, confessional loyalties and division between branches	M	M	Problem-driven approach to demonstrate tangible operational benefit for Dol early on e.g. security concerns are identified and used as the basis of activities/training/mentoring. Incremental and locally driven implementation at pace of LAF Dol absorptive capacity. Joint training to build trust.	Continuous communication with BEB to monitor/assess
	LAF/Dol/GS resistance to inter-agency information sharing due to political/cultural reasons, and a lack of trust	M	H	Leverage strong relations in ISF and GS; joint training to build trust. Stakeholder mapping to identify potential points of interface and common interests. Focus on Judicial Investigators as "pull factor" to force closer cooperation.	Continuous communication with BEB to monitor/assess
Stakeholders	Stakeholders	Interest	Influence	Engagement / Communications plan (How to engage, how often and who by/who to)	Owner
	BEB	H	H	Regular engagement through CT AMM, programme team and Programme Director. Monthly and quarterly meetings; end of year reviews.	TLG
	LAF DMI (General el Fawwal)	H	H	Regular engagement through CT AMM. General Al Fawwal has responsibility for the Investigation Branch. Wider engagement would need to be arranged through BEB and the liaison section. CT AMM meets almost weekly.	TLG, BEB
	Military Tribunal Head	H	H	Either through BEB, or via CT AMM who is able to arrange meetings directly. CT AMM engages with General Abdallah at least once a month.	TLG, BEB
	Military Tribunal, First Investigative Judge	H	M	Direct or via General Abdallah. First Investigative Judge Fadi Sawan oversees the investigative judges as well as conducting the role himself.	Shared with LAF

	Military Tribunal, Government Commissioner to the Military Court (GCMC)	L	M	Direct or via General Abdallah. The GCMC is the lead prosecutor. He is unsupportive of international engagement. He has recently been mired in controversy and his tenure may be coming to an end.	Shared with LAF
	Military Police	H	M	Military Police can be accessed via CT A/M through LAF, or through BEB. As with LAF, the relevant person to engage with will depend upon the department concerned. The forensic department is led by General Abdallah (different to his namesake in MT).	TLG, BEB
	Internal Security Force	L	L	Engagement through BEB.	BEB
	General Security	L	L	Engagement through BEB	BEB

	State Security	L	L	Engagement through BEB	BEB
Signature of Implementing Partner Lead Contact	 JAMES DIABLOCK - Tolmient Clearing				
Date	27/2/2020				