

1.3.1 (3.1)	Describe how you will meet the requirements to ensure the project will be conducted effectively and produce credible results.	Pages: 8	Points: 300
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Torchlight is an experienced and trusted implementing partner of HMG for the delivery of a wide range of context-specific counter-terrorism (CT) programmes to overseas partner nations. Having successfully completed the initial element of this programme in March 2018 and noting the particular complexities that exist within the Lebanese operating environment, we have designed a programme using our detailed insights into these challenges and employing expertly qualified personnel with a proven track record of successful delivery in even the most challenging environments. Our mentors and trainers are highly experienced former UK Police investigators, intelligence officers and forensic experts, who are committed to providing ethical and human rights compliant Criminal Justice solutions, delivering to the highest quality, with absolute integrity, inherent agility and complete discretion on behalf of HMG worldwide. Our dedicated Programme Management staff all possess significant experience of delivering programmes in challenging and changing environments, consistently demonstrating flexibility and agility. Furthermore:

- ▶ We support the UK’s Joint Intelligence Training Group (JITG) in delivering specialist intelligence and security training to partners across HMG, including the Police and Border Forces, and liaison services. JITG is the UK’s Centre of Excellence for Intelligence and Security training.
- ▶ Torchlight is accredited through ISO9001:2015 and our training delivery is assured through our partnership with ‘Skills for Justice’ the UK awarding body [<https://www.sfjuk.com/>] who accredit training for delivery to the Armed Forces, Courts, Fire and Rescue and Policing and Law Enforcement agencies in the UK and overseas.

Our experience of CSSF strategy, policy and programming, as well as our knowledge of local governance, human rights, conflict sensitivity, and our ability to monitor local atmospherics, the threat environment and challenges presented by local conditions, are reflected within the robust, participatory, and gender-sensitive approach we set out in this proposal pack.

How we will meet the requirements to ensure the project will be conducted effectively and produce credible results. We know the stakeholders for this project and have a comprehensive understanding of their needs and support requirements, and are therefore able to continue, at pace, from the initial study conducted between August 2017 and April 2018. Our approach – which is driven by mentorship, institutional support and targeted skills training, all underpinned by supporting the design and development of effective policy frameworks and SOPs – will enable us to meet all the requirements and exceed expectations with significant *additional benefits* to the Authority and the End Users. Based on our recent experience of operating in Lebanon and the wider region, and of working with precisely the same End Users that will be the recipients of this phase of work, we have developed a solution that more than meets the minimum requirements set out in the TOR.

ToR Minimum requirement	Complaint	Added Value / Benefits
Minimum of 24 weeks per year from an Investigations Mentor meeting the qualifications mentioned in the TOR	✓	<i><u>A total of 50 weeks costed in this proposal</u></i>
Minimum of 6 weeks per year ‘draw down’ specialist capacity building / training expertise for areas identified during the process	✓	<i><u>A total of 14 weeks costed in this proposal</u></i>
Provision of third party M&E	✓	<i><u>6 weeks costed in this proposal with a leading CT Capacity Building M&E Expert</u></i>
Provision for ‘call down’ of interpreters.	✓	<i><u>Interpreters costed for all training to guarantee continuity and quality.</u></i>
Broad range of areas of expertise available on ‘call down’ as necessary, to effectively project manage the programme while reporting into BEB	✓	<i><u>Additional CT Change Management Advisor and Associate pool of 300 Security & Justice Associates</u></i>

Low Risk, Assured Programming. Recognising the complexities of achieving sustainable institutional change and measurable capacity and capability growth in an environment such as Lebanon – which is heavily personality-driven and fraught with inter-agency rivalries, and where the entire CT investigative process centres on ‘interrogation’ – our solution provides additional value to the Authority and to the End Users given our experience of successfully delivering equally complex programmes in Pakistan, Afghanistan and West Africa. We harness this experience to ensure we:

- ▶ Drive sustainable impact and demonstrable institutional change;
- ▶ Enable the development of the required assurances;
- ▶ Facilitate effective operational collaboration across local CT partners.

Changing attitudes and institutional culture is at the heart of our programme; securing buy-in for change at the most senior levels is therefore critical to success. Alongside an *additional 2 weeks* of investigations mentoring time per year (*50 weeks in total*), to ensure optimum levels of access and connectivity within the End User organisation, as well as providing an opportunity for the Mentor to measure the impact of any training on operational activity, we are offering the following *additional benefits* which we judge will add *value* and best enable us to further support the BEB in delivering long-lasting and impactful change.

- ▶ *A total of 2 weeks of specialist capacity building / training expertise* available on 'draw down' to allow for additional, **sustainable** skills development as required. With over 300 Associate Subject Matter Experts (SMEs) we have the depth and resilience to deliver across the complete range of CT specialism required in this programme with suitably qualified, experienced and vetted trainers. Initial planning has identified the following areas:
 - ▷ Biometric, forensic & digital evidence collection and exploitation, including the court room presentation of Communication data and metadata;
 - ▷ Document Examination (Questioned Documents);
 - ▷ CCTV / ANPR capability;
 - ▷ Train the Trainer (T3);
 - ▷ Open source, digital and social media monitoring.
 - ▷ Cognitive Interviewing, of suspects and witnesses, PEACE methodology.
 - ▷ Evidential use of surveillance
- ▶ *A total of 6 weeks' senior-level stakeholder engagement and institutional change management support* from a Senior CT Organisational Change Advisor to support the process of securing buy-in and drive forward the process of achieving institutional change at the appropriate levels.
- ▶ *A total of 14 weeks' interpreting support* available on 'draw down' over the 21-month period to support and enhance the delivery of targeted training and capacity building interventions.
- ▶ *A total of 6 weeks' independent M&E* supported by our own in-house M&E capability over the 21-month period.
- ▶ *A broad range of project management expertise* providing oversight and on 'call down', as required, including:
 - ▷ Senior Programme Oversight and Governance provided by Torchlight's Director of Security & Justice;
 - ▷ Regional Manager based in Amman – former UK Government CT Expert, fluent in Arabic and French;
 - ▷ Dedicated Programme Manager based in the UK;
 - ▷ Operational Support Manager based in the UK;

The suggested plan also supports HMG's broader bilateral relationship. We are acutely aware of the need to ensure that engagement with, and ownership of the relationships with all End Users is visibly seen to be owned by the BEB and HMG. *Added value:* we will be in a position to move immediately to implementation without the need to undertake any additional scoping or inception phase prior to implementation.

Knowledge of complexities. Lebanon is vital to UK security interests, given its proximity to Europe and to the frontline with Daesh, which presents challenges in terms of CT and migration. Lebanon has one of the largest foreign terrorist fighter (FTF) flows per capita to Syria/Iraq, higher than that of Morocco, Saudi Arabia or Libya. With an estimated 1.5-2 million Syrian and Palestinian refugees in the country, a recruiting ground for Daesh and other violent extremist organisations has developed.

CT architecture in Lebanon is complex and fragmented, with four principal organisations representing the Lebanese government's response to the threat – the Lebanese Armed Forces (LAF), the Internal Security Forces (ISF), the General Security Directorate (GSD), and the General Directorate of State Security (GDSS). Like political power in Lebanon, leadership of the LAF, ISF and GSD is appointed along religious lines, with the LAF traditionally led by a Christian (General Joseph Aoun), the ISF by a Sunni Muslim (Director General Imad Othman) and the GSD by a Shi'a Muslim (Major General Abbas Ibrahim). The GDSS, which reports directly to the President and Prime Minister, is currently led by Major General Tony Saliba, a Maronite Christian.

The CT Justice System has for some years been operated under the Military Tribunal with Judges, Prosecutors and Investigative Judges all operating within the Military Courts system. Whilst this component of the justice system operates under military supervision, it works to the Criminal Procedure of Lebanon and is an inquisitorial system more akin to the Ottoman and Napoleonic Code than the UK's and Commonwealth's common law. However, it is clear that the concept of an Investigating Judge 'leading' the investigation is not the reality. Assurance on Human Rights standards within the CT Justice System is hampered by the lack of transparency and visibility afforded to foreign organisations and governments. There is clear anecdotal evidence of concerns of ill-treatment of detainees within the Criminal Justice System. The overwhelming majority of cases passing through the Courts system rely exclusively on uncorroborated confession evidence, often leading to claims and allegations of mistreatment and CIDT.

HMG continues to strengthen its relationships and through the work undertaken over the past months has grown and deepened its understanding of the CT institutions operating in Lebanon. We now seek to intensify efforts to build on these activities to develop a potential operational partnership which is both assured and is underpinned by adequate safeguards to facilitate an operational working relationship. The work undertaken over the past months has, as one of its intended outputs, been focused on identifying a preferred candidate with whom to build this relationship. This has assisted in informing the BEB assessment that intensified support to the Investigations Branch (IB) of the LAF Department of Military Intelligence (LAF DMI) affords the best potential opportunity for developing this relationship.

Connectivity with the senior leadership of each of these organisations is traditionally held at ambassador level; however, over the course of the last phase of work, we developed strong relationships with the strategic and tactical operational heads of each of

the four agencies, including Colonel Tony Mouawad at the LAF IB, Colonel Hammoud at the ISF IB, Major Khodor Zarour and Captain Mohamed Wehbi at the GSD IB and Brigadier General Jihad Tarabay at the GDSS. We are also well-networked into the Military Courts and have met with the Military Prosecutor Peter Germanos, and the Head Military Investigating Judge on multiple occasions. This connectivity and engagement, at every level, combined with our personal and organisational relationships with the BEB, coupled with our deep understanding of the capabilities of and institutional rivalries that exist within the Lebanese security apparatus, as well as the potentially positive nature of relationships between stakeholders such as the LAF DMI and the Military Prosecutor, each possessing a shared Military tradition, for example, will give this project a **significant advantage** in driving coherence and ensuring strategic integration.

Informed approach. BEB activity to date has included engaging Torchlight as a strategic delivery partner over the past 8 months (August 2017-April 2018) to assist its efforts in developing an enhanced understanding of institutional capacity and capability within each Law Enforcement agency and the operational realities of present working practice. Lessons we have learned from this activity have refined our intended approach for this next phase of work and have identified that any further activity needs to focus and intensify efforts to effect institutional change, improvements in operational process, institutional function and specific areas of technical skill. In line with the Terms of Reference (TOR) for this requirement, our objectives and desired outcomes will best be achieved by directing and focusing our support towards one agency – the LAF DMI – with additional work to be undertaken with additional actors across the pillars of the justice system, where this aligns with the TOR and supports our overall effort to ensure that an assured Human Rights compliant end-to-end process is developed. Also providing on-going connectivity to addition actors in the Lebanese CT architecture.

Based on our engagement with the End Users over the last 8 months, we have identified the following underlying issues that will need to be addressed in future activity:

- ▶ **Investigative capacity** – the utilisation of all sources of evidence to support prosecution cases;
- ▶ **Investigation management** – improving the process and procedure and developing a holistic approach to investigations;
- ▶ **Technical skills** – Converting intelligence into evidence: forensic support, data and digital material as evidential products;
- ▶ **Institutional change** – Developing the internal structures, capacity and capability, process and procedure to support improved investigative outcomes; coord and tasking within/across the institution; effective prioritisation mechanisms.
- ▶ **Working with Partners** – Building effective collaborative relationships with other Criminal Justice strands and other law enforcement agencies.

Our proposed activity seeks to deliver **demonstrable institutional change** and build capacity within the LAF IB. This, in turn, will enable a **more effective investigation of terrorism offences** and **enhanced cooperation with criminal justice sector partners** in order to **deliver justice centric outcomes**. It will **develop assured safeguards, ensuring compliance with Human Rights standards**. This will **enable, support and assure** any joint UK-Lebanese operational cooperation and collaboration. Our approach to delivery is driven by mentorship, institutional support and targeted skill training all underpinned by an effective policy framework and standard operating procedures (SOPs) designed with our support, but importantly, owned by the LAF. We envisage five distinct, but mutually reinforcing strands of activity to deliver this programme focussed on building strategic impetus and confidence to affect change, **enduring mentorship, episodic training, evaluation and stakeholder engagement**.

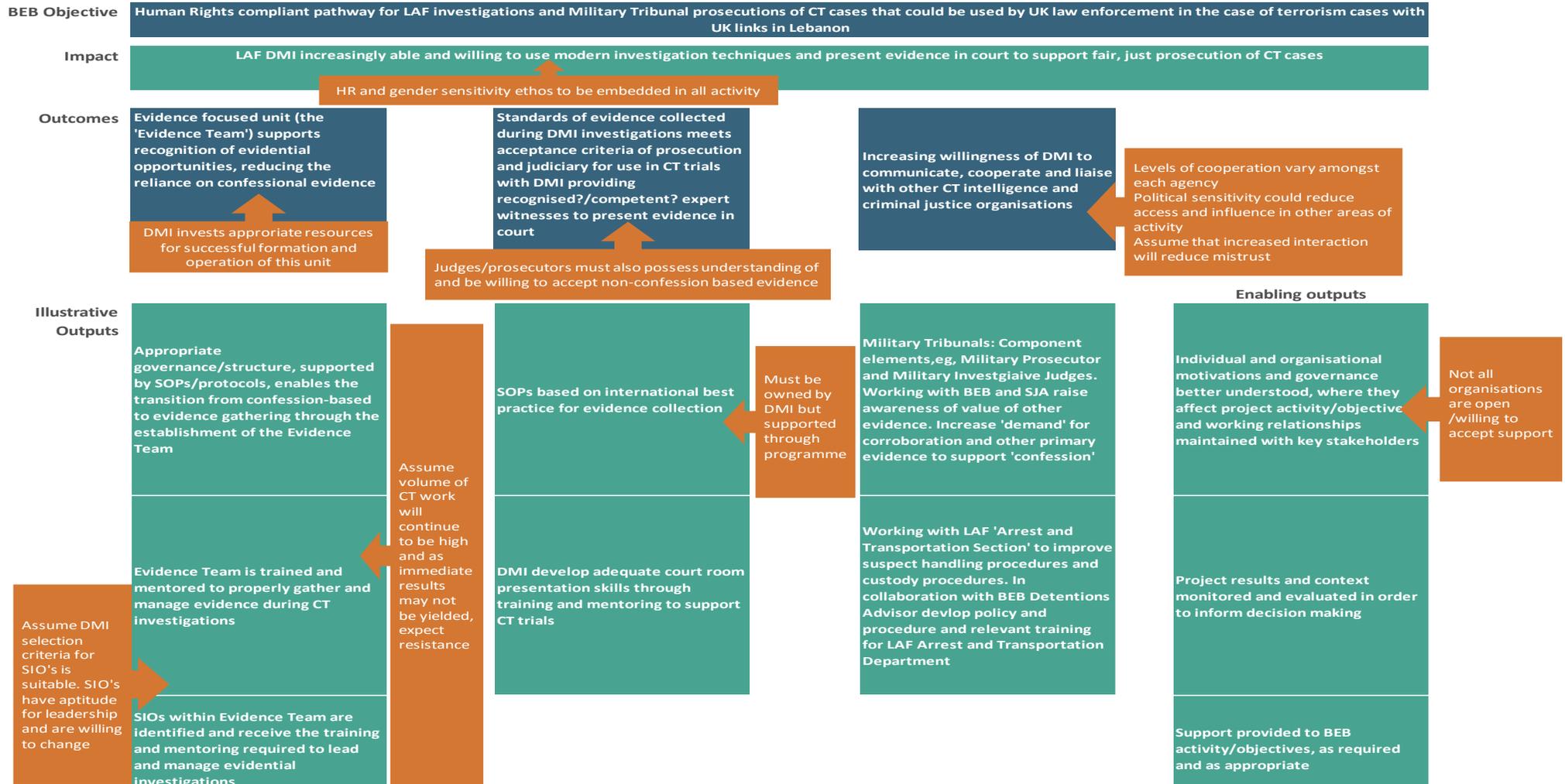
The strands will be linked to **defined outcomes** – as illustrated in the indicative Theory of Change diagram overleaf – demonstrating coherence between our implementation proposal and outcome level to be defined in a **programme workplan**. Our methodology utilises an iterative and adaptive problem-solving approach. This requires consultative problem solving with our End User, LAF IB, ensuring their ownership of the solution and its implementation. We apply these principles to collaborate effectively across the criminal justice sector. This methodology requires a phased approach to programme activity with phase one focused on building relationships to develop effective, locally-derived solutions - informed by evidence-based local and international best practice.

Sustainable results. We will focus on achieving sustainable results by targeting core reform-localised requirements.

- ▶ **Underpinning Strategic Policy** – Creating a Strategic Framework Plan, ensuring that LAF IB develops command and control, embraces continuous learning, institutionalises effective SOPs and establishes structured relationships with partner organisations and agencies essential to successful outcomes within the criminal justice and CT arena.
- ▶ **Interagency Relationships** – Creating formalised command and control relationships and collaborative working practice across agencies to maximise successful outcomes within Lebanon's criminal justice system. Particular focus being the relevant ISF, GSD, GDSS, forensic science community and the Criminal Justice System.
- ▶ **Standing Operating Procedures** – Creating the link between investigative policies and institutionalised practice, expanding LAF IB's investigative toolset to raise standards. These embedded SOPs will act as the foundations for the training of operational and tactical levels within LAF IB. From the outset, SOPs need to be internally owned; they must reflect the context and realities in Lebanon. We will support, drive and guide the development of SOPs, working in partnership with LAF to provide the most effective local solutions which draw upon UK/International best practice, but which firmly translate into a LAF IB product.

Investigations Advisor and Mentor to LAF DMI

Problem statement: High volume of CT work being undertaken by under-resourced CT investigating organisations and the need to quickly progress these through the system. Puts strain on entire criminal justice system from point of investigation to detention to prosecution, reliance on 'Confession' both expedient for system and expected 'norm' within Military Tribunal. Perceived use of outdated investigation techniques that lead to human rights concerns - real and perceived. Almost exclusive Focus on the interrogation process and over-reliance on confession-based evidence. Reliance of admissions of guilt seemingly acceptable due to the high volume of cases. Limited capability to gather modern and technical evidence, under-resourcing in 'investigation' also contribute to reliance on confessions. Lack of organisational structure and investigations process hinders LAF IB from achieving its full potential. Evidence gathering protocols are weak/non-existent and very little operational experience in evidence gathering, synthesis and court presentation. Capable resources required to lead/manage investigations. LAF enjoys good relationships with other CT investigating agencies but all their individual organisational capabilities are also in need of improvement.



Our approach to building long-term sustainability, which is at the core of this programme proposal, is based on three core tenets: building buy-in, driving investment by the End User and, generating local ownership at all levels. Both HMG and Torchlight have established strong relationships with security and justice actors and we will use senior-level engagement with the relevant local actors to further build commitment for reform and deliver the skills to achieve this impact.

Timeline of Activity. We provide an indicative delivery timeline below, noting that the precise dates for each mentoring intervention and specialist training delivery will be discussed and agreed with the BEB team and End Users before the programme starts. We also envisage support such as that provided by the Senior CT Organisational Change advisor being front-loaded during the initial period of delivery to build the momentum for organisational change and capitalise on this individual's ability to leverage their position in the policing community to develop and secure further buy-in from senior LAF DMI leadership to pursue the shared vision of change. We will ensure programming achieves annual spends of 85% of budget by 31 December each year.



Figure 1. Indicative programme delivery schedule: 2018-20

Additional Benefit - Capacity and Flexibility. With 45 full time employees (90% of which are cleared to DV or SC as a minimum) we have the capacity to manage and deliver multiple tasks concurrently, whilst still maintaining quality and minimising the administrative burden on the Authority. With a pool of circa 300 Associates, spanning a broad base of specialist CT expertise, we have resilience and will always select Suitably Qualified and Experienced Personnel (SQEP) for each training delivery, providing continuity and consistency wherever possible. We can deploy either a single trainer or a mutually supportive and complimentary teams. We remain highly proactive in recruiting and vetting new staff and Associates to ensure the ongoing currency and availability of trainers. Governance structures are well established and proven, with a dedicated Project Manager and Regional Manager who are highly experienced in delivering Authority activity. Performance is closely monitored by the Executive Directors who are appropriately vetted and have a strong working relationship with the Authority, reinforced by quarterly (or as dictated by the Authority) reviews on all project delivery.

Additional Benefit – Security. We employ a layered approach to security: DV or SC as a minimum for all Torchlight management and staff responsible for every aspect of administering and delivering Authority tasks; We have a secure operating environment with interim accreditation for List X (sponsored by the HMG). For non-classified travel and administrative information, we operate a company-wide secure workspace (Egress Switch Secure Workspace) which encrypts emails and attachments in transit and at rest and adds multi-factor authentication and policy controls for additional security. In addition, Torchlight's IT environment is Cyber Essentials accredited and all Torchlight staff undergo annual GCHQ accredited Cyber Security Training. All deployable IT is loaded with Bitlocker (256-bit encryption) and are centrally administered by our CISO.

Experience in Counter Terrorism and UK HMG Programmes. This programme will benefit from our learning and experience of delivering over £35m of UK HMG overseas security and justice reform, capacity building and capability development programmes over the past 7 years, with £12m delivered on the CSSF Framework over the past two. We have safely deployed to over 37 countries and delivered 18,000+ days supporting institutional change and organisational developments, working with over 70 different overseas government agencies, the majority in direct support of HMG in fragile and conflict-affected states (FCAS). These privileged insights have enabled us to evolve our ability to design, manage, deliver, monitor and evaluate a broad range of civilian CT institutional capacity building programmes that support HMG priorities and beneficiary governments' service delivery, accountability and responsiveness.

Relevant programmatic experience. We have significant experience of delivering CT programming in Lebanon and similar projects overseas. Most recently, we completed a 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 stages of terrorism cases.

The findings and recommendations from this 8-month programme, which included the provision of a Senior Investigations Mentor and a Senior JHRP Advisor, helped to inform the focus and scope of this current requirement, with the LAF DMI identified as the preferred primary partner with whom to focus on achieving greater collaboration on CT matters.

In addition to building awareness of the structures, hierarchies and operational practices employed by each agency, our Senior Investigations Mentor supported SO15 officers in the delivery of ethical interview training, and delivered a series of three-day CT workshops to each of the four Lebanese security agencies covering a range of subjects, including the UK's CT (CONTEST) strategy, the UK Police national decision-making model (NDM) 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.

We provide two further case studies of relevant projects we have completed recently below; examples of other relevant projects delivered in the last three years are provided in the table at the end of this document. Given the longevity and intensity of the projects we are engaged in on behalf of HMG and other clients, we have established platforms in most countries we operate in, including Jordan, Lebanon, UAE, Kenya, Tunisia, Pakistan and Nigeria.

Case Study 1. Project GLAZE: Delivering sustainable change and capacity building within the investigations pillar of a JHRP between UK Government and an End User State.

The UK Government's JHRP overseas capacity building programme seeks to reduce the threat to the UK and its interests by developing the capacity of countries, from which terrorist threats originate, to investigate and prosecute terrorists with the full respect for human rights.

Torchlight works in close partnership with the State End User and UK Government to deliver a comprehensive sustainable change and investigations capacity building programme designed to achieve JHRP aims and outcomes. We have designed and implemented a bespoke package to enable the End User to effectively and compliantly tackle terrorism in their region particularly where it threatens UK interests and the stability of their State. Torchlight has provided a selection of services to support this programme, including:

- ▶ **Mentoring on Management & Culture:** A key part of the programme has been the embedding of Torchlight mentors within the End User organisations to support the process of sustainable change, monitor the implementation of the programme and evaluate its impact and effectiveness. Torchlight mentors are recognised subject matter experts in CT investigations and evidence collation, providing a vital link between HMG and programme delivery to the End User.
- ▶ **Forensic Capability Development:** Critical shortcomings were found with the End User's capability and capacity to access and develop sources of forensic evidence resulting in an overreliance on confessions in CT cases. Torchlight's world-leading capability and experience in this field resulted in the development of robust evidence systems which provide the End User with sustainable access to a variety of forensic skills in CT investigations.
- ▶ **Development of Operating Procedures:** In order to effectively manage sustainable change and investigations capacity building, the End User senior management team were provided with training and mentoring in some of the key areas within the JHRP programme. This included the formation of a CT Investigations Governance Group, with senior management members drawn from key End User business areas, to ensure sustainable local ownership of the change process.

Case Study 2. Project ELM: Delivering sustainable change and capacity building within the CT justice chain in support of the British Embassy Kabul.

A key objective for the British Embassy Kabul (BEK) is to promote stability in Afghanistan and to reduce the threat from terrorism to Afghanistan and the UK. The wider Counter Terrorism Department at the BEK supports CT justice actors through capacity building across the whole of the Afghan justice chain; from detention and investigation through to prosecution and trials. By focusing on improving how this system functions and by making sure respect for human rights is at the core of all of capacity building, the BEK can improve the security of Afghanistan and the UK.

Since 2012, Torchlight has supported the BEK with mentoring and subject matter expertise to the National Directorate of Security (NDS), the domestic intelligence agency of the Islamic Republic of Afghanistan. Supporting the NDS, we provided advice and procurement of two forensic laboratories and provided training to over 150 personnel to increase their capacity to effectively examine, collect, record forensic material to support evidential CT investigations. Our work includes:

- ▶ **Forensic mentoring.** Forensic evidence is slowly becoming acceptable evidence in the Afghan courts and is increasingly being collected during investigations. Our embedded mentor within the NDS laboratory department provides support to laboratory staff to ensure compliance to internationally-recognised evidential standards. Our mentor works closely with NDS leadership to develop a sustainable forensic analysis capability that will support the investigation and prosecution of complex CT cases.

- ▶ **Capacity building.** As with many developing criminal justice systems, confession-based evidence is commonly used during investigations. Our progressive training programme has allowed the End User to build up its investigative capabilities resulting in the routine use of modern policing techniques. There are continual increases in the quality and quantity of evidence collected. Training was also delivered to CT prosecutors and judiciary to increase their awareness on the use of forensic evidence in court. Several courses delivered were accredited by Skills for Justice.

Case Study 3. Project JUNO: Development of investigations and intelligence capacity of a CT policing department in a conflict-affected state in South Asia.

A CT policing department was facing several challenges: it had received a significant influx of new direct entry recruits, but due to their lack of operational experience they were unable to translate this increase in establishment into corresponding operational benefit; the investigative methods were outdated and cases were routinely rejected by courts due to the lack of evidence; awareness of IED evidential exploitation opportunities was low and the inhouse intelligence gathering and analysis capability was in an embryonic state. Torchlight’s long-term programme was designed to overhaul the department’s processes, strengthening their capability to identify, investigate and disrupt terrorist threats, as well as their capability to support the prosecution of suspects through the civilian Criminal Justice System by using auditable investigative techniques.

- ▶ **Upskilling:** Torchlight designed a professional development plan to train the right people, with the right skills to be used in an auditable and Human Rights compliant manner, ultimately aiding the prosecution of suspected terrorists.
- ▶ **Sustainability:** To reduce the department’s dependence on outside resource to develop its staff, a substantial institutional support plan was conceived which, besides developing ‘in-house’ capability to train the requisite investigative and intelligence techniques, provided them with the systems and processes for ‘best practice’ teaching methods.
- ▶ **Enablement:** Torchlight consulted extensively with stakeholders from the department in order to identify their aspirations and requirements, actively creating appropriate tools and solutions and establishing the necessary safeguards to guide their ethical use.
- ▶ **Mentoring:** Torchlight’s extensive experience in capacity building programmes has taught us that delivery of training courses is only one element of the process. Mentors provide on-the-job support to recently trained staff, ensuring that best practice is internalised, and help management keep strategic focus.

Torchlight’s support to this department has translated into demonstrable change, enabling its investigative and intelligence capabilities to meet the demands the organisation faces: to identify, investigate and disrupt terrorist threats, using best evidence obtained through auditable and Human Rights compliant methods to support robust prosecution.

Further examples of CT and similar programmes overseas:

Location & TCV	Description
CSSF Pakistan £2.4m (ongoing)	<p>A 3-year engagement to deliver institutional change within the Punjab Police Counter Terrorism Department (CTD) in support of HMG wider CT criminal justice capacity building programme. Working at an institutional, policy and practitioner level to develop operational capability to counter terrorism. Building sustainable CTD-‘owned’ training and professional development to drive implementation.</p> <p>This programme is designed to:</p> <ul style="list-style-type: none"> ▶ Build effective intelligence collection, analysis and exploitation; ▶ Develop investigation of pro-active and reactive CT operations; and ▶ Improve the prosecution of terrorist offences within the civilian courts. <p>Embedding assured HR compliance within each component of the criminal justice chain is at the core of this programme.</p> <p>This programme has delivered demonstrable improvements in each of these areas, harnessing our previous work on forensic science. Building improvements in legislative frameworks, structures, capability, accountability, responsiveness, and effectiveness of the individual institutions, building cooperation across criminal justice sector partners. Subject to regular HMG’s reviews and achieving an A+ rating during 2017.</p> <p>Torchlight’s delivery activity was expanded in 2017 to include all programme elements directed at delivering improvements in the Prosecution authorities and supporting the Judiciary.</p> <p>Key capabilities demonstrated: <i>Increasing institutional capacity and capability to perform/undertake development of CT intelligence to point of executive action Terrorism investigations, both pro-active dynamic and re-active, post incident events Advising on terrorism legislative architecture and civilian criminal justice system measures for terrorist trials Creating infrastructure, processes and procedures for HR compliant detention – initial arrest to eventual release from custodial sentence and community re-integration Building Forensic Science, biometric and modern evidential techniques to support investigation, prosecution Multi-agency planning, collaboration and major event preparation.</i></p>

Location & TCV	Description
CSSF Tunisia \$550k (ongoing)	<p>Torchlight are engaged to deliver multiple training interventions to an Arabic speaking law enforcement agency in North Africa. Programme objectives include supporting selection processes which include knowledge and cognisance of International Law and Human Rights compliance. Following selection processes, Torchlight have delivered assured and accredited training modules which include the Fundamentals of Intelligence training, basic analysis techniques, Cyber Security training, Open Source Intelligence training and basic HUMINT skills. Subsequent program elements will build investigate competence for both, pro-active and post incident operations. We are also working to operationalise new legislative powers to utilise covert policing methodologies as evidence within the prosecution process.</p> <p>Key capabilities demonstrated: <i>Increasing institutional capacity and capability to perform/undertake development of terrorist intelligence to point of executive action Terrorism investigations, both pro-active dynamic and re-active, post incident events Creating infrastructure, processes and procedures for HR compliant detention – initial arrest to eventual release from custodial sentence and community re-integration Protection of Critical National Infrastructure and border security Multi-agency planning, collaboration and major event preparation.</i></p>
FCO Levant *Sensitive	<p>The design and delivery of a discreet training and advisory project to enhance operational skill sets of a military organisation in a partner nation, enabling them to become self-sustaining in future maintenance, delivery, development and enhancement of operational capabilities. Torchlight provided a detailed review of the organisation across its operational, functional, cultural, educational and support breadth, and provided a refresher tradecraft course to boost operational competencies (Intelligence). Torchlight also developed and initiated a programme of skills evolution, organisational development (across all DLODS), and one-to-one mentoring and training.</p> <p>Key capabilities demonstrated: <i>Increasing institutional capacity and capability to perform/undertake development of terrorist intelligence to point of executive action Terrorism investigations, both pro-active dynamic and re-active, post incident events Creating infrastructure, processes and procedures for HR compliant detention – initial arrest to eventual release from custodial sentence and community re-integration Protection of Critical National Infrastructure and border security Multi-agency planning, collaboration and major event preparation.</i></p>
FCO Nigeria £1.2m	<p>An FCO capacity building programme to support justice sector partners to address the challenge of terrorism/ regional insurgency. Ensuring respect for Rule of Law, Human Rights and 'end to end' evidential standards embedded as routine business for police and justice beneficiaries. Supporting system reforms to increase the flow of credible cases into the Prosecutions (Judiciary) pillar of the Justice and Human Rights Partnership. Introducing witness care and protection measures to increase citizen participation in formal criminal justice. Helping to strengthen the rule of law and democratic accountability through the reform of police and justice system. This programme is delivering sustainable institutional change to build consensus amongst the strategic leadership cadre, effect and support policy development, improve investigative effectiveness, embed HR compliance and increase the utilisation of modern investigative practices to deliver ethical and fair criminal justice outcomes.</p> <p>Key capabilities demonstrated: <i>Increasing the capability, accountability and responsiveness of national and local security architectures and structures Policing, crime prevention and community safety Legislative, constitutional & judicial reform and capacity building HR compliant CT legislation Crisis management, major incidents and terrorist attack Strengthening rule of law and democratic accountability Reforming police & justice systems Access to justice and legal empowerment Conflict resolution mechanisms Monitor and promote human rights and freedoms, including social exclusion issues including anti-discrimination legislation and strengthen compliance with international treaty obligations in FCAS Maintaining proactive engagement with senior administrators & law makers.</i></p>