

<p>1.2.2 (2.2)</p>	<p>Suggest how you would provide monitoring and reporting on the services delivered, and explain how the project will take account of gender-related differences and ensure the project does no harm to any particular gender group.</p>	<p>Pages: 3</p>	<p>Points: 30</p>
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Benefiting from directly relevant, independent experience and utilising current, proven methodologies. We have engaged the support of Becky Austin, as an **independent, third-party** monitoring and evaluation (M&E) specialist, to bring robust and structured analysis, systems and process to the M&E of this project. Becky is a highly experienced M&E practitioner who has worked extensively on HMG projects in politically-sensitive environments. As *added value* from Becky’s support, the BEB will benefit from her experience on other HMG CT programmes, both in Lebanon and elsewhere in the region, thus allowing the performance of this project to be benchmarked and validated against equivalent programmes elsewhere, drawing out and implementing best practice.

Provision of renowned, independent, third-party M&E. In 2017 Becky led the development of M&E approaches for all HMG CT programming overseas for the Joint International Counter Terrorism Unit (JICTU). As part of the National Security Secretariat Counter Terrorism Performance Team at the Cabinet Office, she is also currently working with 15 government departments to develop systems to assess progress against CONTEST. Becky specialises in scoping, designing and implementing M&E frameworks and processes, including the creation of results frameworks, indicators and theories of change, as well as development of remote monitoring systems for data collection in the field and feedback mechanisms for effective project design. Becky has also recently worked in country with the Lebanese Armed Forces to help them build their capability to conduct M&E on Civil-Military Cooperation activities. Becky will 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; we also have a pool of other M&E and thematic experts that can be drawn on as required. Becky will deploy at periodic points in the lifecycle of the project as described in Section 1.3.1. A full CV is provided for Becky in section 1.3.2.

Rigorous M&E systems and processes built into the programme. Guided by Becky, our proven monitoring systems have been adapted to support the project team in utilising delivery approaches that most strongly improve Lebanese capability, coordination, self-sufficiency, and international standards through the lifespan of the project. **Sustainability** is a central tenet of our approach and methodology and will be measured as such. For many programmes in complex operating environments such as Lebanon, quantitative data may only provide insight into the outreach of the project. Our experience shows that a combination of qualitative and quantitative data will provide a better indication as to how the project interventions have made changes within the end user organisation. In addition to being able to track short term progress, outcome indicators that reflect longer term behavioural change are also included. By incorporating effective M&E throughout the delivery, we are able to identify strengths and weaknesses of our activities. This analysis enables us to better understand what is working and what it not working, incorporating an adaptive element into the project design.

Our M&E processes and systems include, but are not limited to: the use of assessments to measure individual absorption rates; capability exercises; the Kirkpatrick methodology to capture behavioural change in the workplace; the use of conflict-sensitive techniques/methodologies to support data collection efforts without undermining trust/stakeholder relationships; and the use of open source data. We will work with the BEB to identify the appropriate indicators and data sources as part of a wider data collection and M&E plan. This will allow for monitoring of results, identification of unintended consequences, gender sensitivity assessments and impact contributions. We will report against the agreed indicators on a quarterly basis and will provide a comprehensive M&E report are part of the project completion process.

Added Benefit - Our understanding of the current situation gives us significant insights into development of an M&E framework.

A clearly defined **problem statement** enables the capture of the root of the problem that we are trying to address before any solutions can be proposed. Leveraging the regional knowledge and subject matter expertise of our delivery team, we understand the current issues impeding LAF DMI’s progress to meeting HMG goals. We have developed the following problem statement based on our recent experience working with the LAF DMI and our interpretation of the core BEB objective set out in the TOR:

High volume of CT work being fed by four different 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. Use of outdated investigation techniques that are not human rights compliant. Focus on the interrogation process leads to reliance on confession-based evidence. Reliance of admissions of guilt seemingly acceptable due to the high volume of cases. Limited resources 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. Capable resources required to lead/manage investigations. LAF enjoys good relationships with other CT investigating agencies but their individual organisational capabilities are also in need of improvement.

Using this as the basis to develop our Results Chain (see indicative diagram below), we will continue to work with the BEB during the inception phase to refine it, ensuring the linkage between inputs, outputs, outcomes, and impacts is clear, meaningful and drives project coherence and effectiveness, that there is a good evidence base to support the logic and that it also fits within/contributes to the overall BEB M&E framework set out for the wider programme.

Investigations Advisor and Mentor to LAF DMI - Results Chain



Embedding human rights and gender compliance throughout. We are acutely aware of our responsibility in ensuring that human rights and gender compliance underpin all our international peace, security and justice programmes and it will be no different on this programme. The purpose of Torchlight’s recently introduced safeguarding policy is to provide a tailored strategy that is specific for the needs of all our employees and that of our clients and benefactors. It is fundamental to ensuring that our global programmes of activities are sustainable and effective, and that our company behaviours are intrinsically linked to protecting the vulnerable and the principles of safeguarding. Looking through the lens of gender and conflict sensitivity and safeguarding is essential and allows us to mainstream the design, implementation and delivery of all our activities because it shapes and guides the way we think, work and the support we give to others around the world. The lens will be applied during the theory of change development to ensure it is embedded in the programme design.

Gender equity as a tool to achieve gender equality. We are cognisant of the integrated HMG approach on gender equality in fragile and conflict affected states (FCAS) which is contained within the UK International Development (Gender Equality) Act 2014 and our own obligations that supervene from this. The Security Defence and Security Review makes it explicit that Women, Peace and Security (WPS) is a UK priority. We will ensure that women’s and all gender groups’ rights are fully considered when delivering this programme. Gender equity is a fundamental human right, as stated in the Universal Declaration of Human Rights. Torchlight uses gender equity as a tool to reach gender equality. We believe that gender equity is about providing opportunities and resources and striving to give everyone what they need to be successful. We believe in affording each person the same prospects and not making people the same. We will also consider how to address these questions in the delivery of training and development of SOPs and other activities, as well as how to incorporate gender quality without negatively affecting conflict dynamics within the Lebanese context – ie. does gender equality conflict with cultural norms and religious tensions? More broadly, we will consider the societal implications of our programming, including how men, women and children may be affected differently as they go through the judicial system.

We recognise that conflict and instability can affect women and men differently; well-intentioned interventions risk doing harm by reinforcing gender inequality if this awareness does not permeate through all our programme activities. We are conversant with the fact that the Lebanese Labour Law does not offer any protection against discrimination in the workplace and there may be attitudinal and perceptual barriers to overcome in relation to gender integration within an organisation such as the LAF DMI. Despite considerable progress and increased awareness, inequalities among women, men, and gender non-conforming individuals

continue to persist, as patriarchy is highly entrenched in Lebanese institutions and society. We are also alive to the fact that women are rarely involved in the decision-making process in Lebanon. Therefore, Torchlight will, for the duration of this programme, analyse our internal policy documentation, processes and procedures to ensure that they convey diversity and inclusivity and provide internal mechanisms to address and inspect discrimination in all its different forms.

At present, LAF DMI is a male-dominated organisation. They lack formal human resource management policies and practices that address equal employment opportunities. This may prevent the appointment of talented staff in key areas due to existing gender bias. Female participation in training should be encouraged and facilitated. However, we recognise that moving towards gender equality in the LAF DMI means more than increasing the number of women receiving training: it means having a better understanding of how formal and informal policies, practices and procedures across the LAF can reinforce gender inequalities and gender-based stereotypes, and what can be done by this project to enable substantive gender equality.

We will ensure that no harm is inflicted on any gender group by conducting a needs assessment during the initial phase of the programme. Gender equity includes recognising the differences between women, men, and gender non-conforming individuals' requirements, as well as the barriers they face in the workplace. More specifically, a needs assessment can help to identify how gender groups are affected by their positionality in their organisation and society. Our experience suggests that it can also permit the identification of opportunities that can help individuals improve their status both at work and in a broader context.

We acknowledge the requirement to reduce gender inequality; our proactive approach and philosophy to supporting this objective, ensures incorporation of gender equality and women's human rights in all that we do, as articulated in Goal 5 of the Sustainable Development Goals (SDGs). Firstly, our programmes of activities around the world afford us a unique and individual opportunity to support and advance gender equality in FCAS. The possibilities they present, allow us to support UK Government, international or other government bodies to negotiate and influence the narrative and reshape relations in gender.

Secondly, we believe that there is added value in integrating gender into our programmes of activity supported by a growing body of evidence that in delivering sustainable building, capacity development and improvement in disparate global communities will be more effective if they are gender-sensitive or linked to promoting gender equality.

Our Programme Manager Richard Briers is a former practising Cultural Communities Advisor, National Family Liaison Coordinator with the Metropolitan Police Service, and UK Gender Advisor with the UK Stabilisation Unit. He incorporates his unique understanding into how we design, implement and monitor gender equality so that all gender groups needs are taken into consideration and their access to security justice within the rule of law is recognised and supported.

Gender/cultural analysis and strategy. Rather than adopting an approach to gender inclusion based on preconceived assumptions, we use gender empowerment analysis, conducted during the early phase of the project through engagement with relevant actors, to understand how we can address gender issues through our project to improve gender equality for all. This analysis will inform:

- ▶ **Strategy development.** Ensuring gender and cultural issues are appropriately considered during the development of strategies/plans for each component; for example, how women are involved in criminal justice training or operations and how beneficiaries will engage with women both within the community and within their profession.
- ▶ **Training and mentoring.** We will strive to achieve an appropriate gender balance amongst trainees by working collaboratively with our partners. An appreciation of local traditions and customs is key to understanding the people that we wish to help.
- ▶ **Gender and culturally sensitive project management.** We recognise a common programmatic risk when seeking to ensure gender and cultural sensitivity is to constrain responsibility for mainstreaming across the project to one individual within the team. We will mitigate this by ensuring cultural and gender sensitivity is infused across all parts of the programmes that we design and implement by assigning a cultural/gender focal lead from each of the delivery workstreams. They are responsible for developing approaches to ensuring cultural and gender sensitivity and inclusion in all our workstreams; for example, gender inclusive policies in training and in doctrine development.
- ▶ **Monitoring and evaluation.** M&E is integral to achieving gender mainstreaming. Robust M&E with a gender focus will allow us to check if our work is heading in the right direction, and if not, to revise our strategy and make changes. This is primarily achieved by incorporating specific and gender equality indicators and gender-sensitive indicators into the data collection plan. We plan to conduct a **gender review** during the project to assess and analyse the intended and unintended impact on gender relations and identities. This evidence helps us adapt our approach to maximise its positive effect on gender inclusion and equality now and for the future. We also listen to our own people and act when necessary to bring about improvement and sustainable change for the benefit of all.