



Foreign &  
Commonwealth  
Office

## **STATEMENT OF REQUIREMENTS**

**Investigations and Digital Evidence Assistance (IDEA)  
for Lebanon, Maldives, and Morocco**

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# **Investigations and Digital Evidence Assistance (IDEA)**

## **Statement of Requirements**

### **Objective**

1. The purpose of this programme is to build capacity in the use of digital evidence in Counter-Terrorism (CT) investigations and prosecutions in three host nations; Lebanon, Maldives, and Morocco. This project is aimed at assisting those agencies responsible for investigating suspected terrorism, as well as state prosecutors and potentially members of the judicial system. The project aims to identify specific capability gaps relating to digital evidence in respective investigative agencies in-country. In addition, the project offers practical small scale interventions that address an absence of capacity in the use of digital evidence, through elements of or a combination of technical needs analysis, infrastructure analysis, solution implementation and training, benefiting from UK expertise in order to pilot and test new ways of working.

### **Background**

2. The Counter-Terrorism Department (CTD) within the FCO was successful in securing funding for the 2019/20 Financial Year in order to implement this project in three countries assessed to significantly benefit from expanding their ability to utilise digital evidence in CT investigations. Lebanon, Maldives, and Morocco were identified as suitable beneficiary countries, whereby; the respective CT investigative agencies carry this capability gap, the project compliments ongoing UK capability efforts, and there is strong willingness for development in this area.
3. The IDEA project aims to deliver a commercially supplied element, outlined in this document, alongside tailored support from HMG partners. The commercial aspect of the project will primarily focus on support to CT investigative teams within each respective country. HMG will compliment this work with further support in the UK, including for members of the judiciary, to upskill delegates in the use of digital evidence in CT prosecutions. The role of HMG support therefore relies on successful delivery of the supplier outputs.

## What is HMG doing and why?

### **Lebanon**

4. The UK works very closely with the Lebanese Armed Forces (LAF) Directorate of Military Intelligence (DMI), who is the CT partner of choice. Ongoing capacity building projects are in place, including the establishment of a dedicated evidence unit. HMG have delivered training in managing investigations, as well as plans for other areas of CT response. This project may also provide support to the Internal Security Force (ISF) and the Military Tribunal (Judiciary); judges from whom visited the UK in 2018 for an exposure exercise to the Scottish judicial system, which most closely represents the system in Lebanon. Representatives from the LAF and Military Tribunal visited the Met Police Counter Terrorism Command (SO15) in May 2019, for an overview of CT policing, including; CONTEST, operations, suspect interviewing, detentions, and the role of the CPS in securing convictions. A further visit is scheduled for judges and the LAF later in 2019 for continued exposure to Courts and Tribunals Judiciary for England and Wales, and an introduction to the UK Human Rights complaint justice system.
5. Based on an assessment of current capability in the use of digital evidence in CT investigations, and the delivery of support offered by HMG to date, this project is particularly timely and relevant for Lebanon. During a recent assessment provided by a specialist Counter Terrorism Police Liaison Officer (CTPLO), the current capability regarding; knowledge, training, and equipment relating to digital evidence is between basic and competent overall.

### **Maldives**

6. HMG primarily works with the Counter Terrorism Department (CTD) of the Maldives Police Service (MPS), who are extremely cooperative and receptive to UK support. Earlier in 2019, HMG delivered a course to police analysts, using various analytical software; including IBM i2, and Chorus Intelligence. In addition, HMG is funding a police reform programme in support of the MPS Strategic Plan from 2019 – 2024. Based on a review of the MPS, it is believed that the UK has the opportunity to add substantial value through small bespoke training in areas outside of their experience. This project has been identified as such an opportunity, and it is very clear through police engagement, there is an appetite for development in the use of digital evidence. This project will also involve upskilling of the Maldivian judiciary, which is currently assessed to rely heavily on other forms of evidence, and is yet to value the importance of digital evidence.
7. As per an assessment<sup>1</sup> by the United Nations Office of Drugs and Crime (UNODC) in 2018, the Maldives is one of the largest contributors of Foreign Terrorist Fighters (FTF) to Syria and Iraq per capita. For this reason, HMG support is vitally important, and based on the recent review of the MPS, this capacity building project is an excellent opportunity to

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[https://www.unodc.org/documents/terrorism/Publications/FTF%20SSEA/Foreign\\_Terrorist\\_Fighters\\_Asia\\_Ebook.pdf](https://www.unodc.org/documents/terrorism/Publications/FTF%20SSEA/Foreign_Terrorist_Fighters_Asia_Ebook.pdf)

assist their CT efforts and drive police reform. A recent CTPLO assessment of MPS current capability regarding; knowledge, training, and equipment of digital evidence is broadly between basic and competent.

### **Morocco**

8. HMG works closely with the General Directorate for Territorial Surveillance (DGST), who made a specific request earlier in 2019 for support with training in the recovery of digital evidence. In November 2018, HMG arranged a UK lead workshop in Morocco, titled 'Joint Morocco-UK Workshop on Preventing Terrorist Use of the Internet'. Representatives from the Met Police Counter Terrorism Command (SO15) and the Crown Prosecution Service (CPS) presented on the SO15 strategy for investigating online terrorist offences, and an overview of the CPS role in investigations; including case preparation and prosecution strategies. The two day workshop was very well received, and there is a clear interest in further development of this area of work. As such, the IDEA project will also include upskilling the prosecutorial service in understanding the value of digital evidence in CT prosecutions.
9. Relationships between the UK and Morocco are improving, and this project is an excellent opportunity to strengthen this cooperation, and build on the UK offer of support delivered to date. The CTPLO in-country gauged the current capability regarding; knowledge, training, and equipment of digital evidence is broadly between basic and competent.

## Recipients

10. **Lebanon**- investigators and senior officers of the Lebanese Armed Forces (LAF) Directorate of Military Intelligence (DMI), and the Internal Security Force (ISF).
11. **Maldives**- investigators and senior officers of the Counter Terrorism Department (CTD) of the Maldives Police Service (MPS).
12. **Morocco**- investigators and senior officers of the General Directorate for Territorial Surveillance (DGST).

## Scope

13. While colleagues in-country have conducted an indicative capacity assessment for each beneficiary nation, the project will require a more detailed scoping visit in the first instance, to establish the technical set-up and ability to run hardware and software solutions. The appointed supplier will be expected to present market analysis of possible suppliers, ensuring the maximum value for money in order for the Project Manager to make informed decisions on purchases.

14. The supplier must be able to implement the hardware and software solutions, across all three nations, and ensure the delivery of training where appropriate to the respective delegates. This must also include the introduction of a digital evidence log system, such as an Excel spreadsheet template, that the recipient can use to record key information about devices seized, analysed, exhibited, and securely stored. The project will also require the delivery of a digital exploitation course, with a focus on capturing online content in an evidential format. The supplier must ensure all training is complimented by sufficient learning materials. The supplier will also be expected to assist each recipient organisation in developing policies to provide guidance in the use of digital evidence equipment and expertise, with careful consideration for human rights.
15. The appointed supplier should give adequate thought to gender balance across the team of staff employed for this project.
16. All travel and accommodation are to be arranged by the supplier, and must align with FCO guidance on reasonable expenditure.

## Stakeholders

17. HMG will lead on all strategic engagement through a combination of FCO personnel and specialist CTPLOs. The appointed supplier will nevertheless need to develop and maintain a strong working relationship with the following stakeholders, but not exclusively limited to:

### Lebanon

- Commanding Officers, and Investigators in the Lebanese Armed Forces (LAF) Directorate of Military Intelligence (DMI)
- Internal Security Force (ISF)
- Military Tribunal (Judiciary)
- FCO personnel and UK police partners

### Maldives

- Commanding Officers, and Investigators of the Counter Terrorism Department (CTD) of the Maldives Police Service (MPS)
- Prosecutor General's Office (PGO)
- Maldivian Judiciary System
- FCO personnel and UK police partners

### Morocco

- Commanding Officers, and Investigators in the General Directorate for Territorial Surveillance (DGST)
- Public Prosecutor's Office
- Judiciary of Morocco
- FCO personnel and UK police partners

18. The FCO will facilitate liaison points in each organisation for the supplier where necessary.

19. The appointed supplier is expected to have a strong working knowledge of UK law enforcement practices, the use of digital evidence equipment and analytical software, and a track record of experience of timely project delivery.
20. Suppliers must be aware that any delivery of training in Morocco will involve the use of a local interpreter to assist. Knowledge of working in the three named countries is an asset.
21. The appointed supplier must be ready to commence work on this project immediately on contract award, and note that funding only applies to the current UK Financial Year 2019/20.
22. Tender responses should include a proposed staffing structure, including background experience of those involved. We expect the appointed supplier to have completed the recruitment of all core staff before the contract commences. All project team staff must have UK security clearance to SC level.
23. The appointed supplier will be proactive in identifying risks or threats to programme delivery. The appointed supplier should produce a results framework with a clear methodology of assessing progress through milestones based on the six outputs, and performance indicators. Conflict and gender sensitivity should be mainstreamed into all aspects of the programme.

## Outputs and Deliverables

24. The appointed supplier shall be required to deliver the following outcomes and deliverables:

**Part 1: Inception-** Outputs 1 – 3 to be completed by 31/12/2019.

**Output 1: Three reports detailing the functional and technical needs in each country**

In the first instance, the supplier is required to conduct a scoping visit of each respective recipient police force, in order to conduct an assessment of requirements to implement the project. Each scoping visit should take no longer than 7 days in country. Delivered as a report, the Project Manager will use this information, along with existing suggestions made by police partners in country, to inform the exact hardware and software purchases for each country.

**Output 2: A supply market analysis including suggested solution and justification therefore**

Encompassed within the technical needs report, the supplier will provide the Project Manager with suggested solutions, including competing brands, costs, and outlining distinct differences, as well as known current users.

**Output 3: An implementation plan agreed with stakeholders in each country**

Once solutions are agreed upon, the supplier will work with the Project Manager in proposing an implementation plan for each country, within the contract timeframe.

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**Part 2: Delivery-** Outputs 4 – 6 to be completed by 20/03/2020.

**Output 4: Solution implementation**

The supplier will purchase all necessary equipment required, arrange installation and ensure consistent quality assurance.

**Output 5: Delivery of all training requirements including documentation**

Timed alongside equipment delivery, the supplier will arrange training in the use of hardware, software, and digital exploitation. The supplier must ensure all training is complimented by guidance material, for future reference.

**Output 6: Provision of new policies to support the solution**

The supplier must develop clear policies on the use of the equipment and training, to ensure each police force have defined parameters of rationale for exercising the new capability, in line with existing operating procedures and strategies. In addition, the supplier must provide each recipient organisation with a digital evidence logging system; guidance for this should be incorporated within the aforementioned policy.

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**Part 3: Exit-** Includes Completion of Programme report, to be submitted by 31/03/2019. Further details in the Time Frame below.

25. The appointed supplier will provide the Authority with a concise weekly performance report by e-mail, summarising progress, risks, finances and any other programme-related matters. The Authority and the supplier will also communicate by phone and meet in person, when required, to maintain oversight and provide support where needed. The Authority shall use these updates to monitor performance, along with the above mentioned output reports, and assessments in-country.
26. The appointed supplier will also provide a Completion of Programme report, confirming the exact solution delivery for each country, and identifying lessons learned. Counter-signature of this report by the Authority will mark the final milestone for the supplier.
27. The Authority will supervise progress throughout the duration of the programme and reserves the right to:
  - (1) Carry out monitoring visits at a time agreed with the appointed supplier and second tier or third tier sub-contracting partners (if relevant) after giving reasonable notice; and/or

- (2) To appoint an external or internal evaluator to carry out monitoring or evaluation visits and assessments agreed with the appointed supplier.

## Financial Management and Payments

28. By the end of the inception phase (Part 1), an activity based budget (ABB) for the contract period will be agreed alongside the work plan detailing expenditure forecasts. The amounts will be determined activities such as milestone and deliverables as set out in the plan.
29. Financial forecasting will be required and payments will be made in two instalments; satisfactory completion of Part 1 Outputs, and satisfactory completion of Part 2 Outputs and Part 3 Completion of Programme report. Any unspent annual budget will not be automatically transferred to the next financial year. The appointed supplier will be required to identify financial and programme risks in order to undertake necessary mitigation actions. Any risk mitigations should be agreed in consultation with the Authority.
30. The Authority reserves the right to commission an external auditor or reserves the right to conduct financial spot checks during the life of the contract. Should the Authority exercise this right, all costs shall be funded by the Authority.

## Performance Management, Breakpoints and Time Frame

31. The contract will be delivered in three phases. Each phase shall be dependent upon the success of the previous phase(s). Progress will be measured by the Authority on the basis of the implementing partner's weekly performance updates, Output reports, and monitoring reports measured against the implementation plan. These reports should be supplemented by the Authority's Monitoring and Evaluation as appropriate.
32. The three phases shall be:

### **(1) Inception Phase**

Immediately after contract signature, the appointed supplier shall prepare a full work plan with a results framework, and risk register for the Authority's approval. In consultation with the Authority, the supplier must promptly make arrangements to conduct scoping visits to each beneficiary organisation. Upon completion of the scoping visits, whereby the supplier conducts an assessment of technical requirements, the supplier must issue a corresponding report (Output 1). This report must also include suggested solutions, detailing market analysis with costs, to inform the Authority in deciding appropriate purchases (Output 2). Once solution options are identified, the supplier will propose an implementation plan (Output 3) with all aspects of solution delivery within the contract timeframe. The entire Inception Phase must be complete no later than 31/12/2019, in order to allow time for delivery.

### **(2) Delivery Phase**

This phase consists of all solution implementation; technical infrastructure (if required), hardware and software installation, training as outlined in this Statement with accompanied materials, and development of corresponding policy guidance on the use

of digital evidence resources. In addition, the supplier must incorporate a digital evidence logging system, such as an Excel spreadsheet, including clear guidance on its use and stressing the importance of its value for CT prosecutions. The supplier must be able to demonstrate successful implementation of all solutions, including evidence of how delegates are monitored during their training. The deadline for completion of the Delivery Phase is 20/03/2020.

**(3) Exit Phase**

This phase will take place in approximately the final 3 weeks of the term of the call-off contract. The supplier shall provide a Completion of Programme report outlining a responsible exit from each country, which does not negatively impact the relationship between the Authority, programme stakeholders and beneficiaries. The report will detail the Delivery Phase and include all lessons learned from implementation. During the Exit Phase the appointed supplier shall handover all materials and/or documents produced during the lifespan of the call-off contract. The deadline for the Completion of Programme report is 31/03/2020.

## Key Performance Indicators

The Key Performance Indicators (KPIs) by which the performance of the appointed supplier shall be assessed in delivering against the requirements of this project shall be:

- (1) The delivery of a work plan that includes a results framework and a risk register, and highlights Value for Money it represents for the Authority.
- (2) An assessment of requirements report based on scoping visits to each beneficiary organisation, also highlighting market analysis of potential suppliers, suggested solutions, costs, and benefits.
- (3) An implementation plan that covers all three countries, detailing proposed solution delivery.
- (4) Ongoing weekly performance reports, briefly providing updates, risks, and financial expenditure.
- (5) The Completion of Programme report, detailing solution delivery, delegate performance, lessons learned, exit arrangements, and full expenditure costs.

## Budget

33. This contract is expected to be no more than £350,000 for the period October 2019 to April 2020. The appointed supplier shall provide a detailed breakdown of how it intends to allocate its proposed budget across the lifespan of the call-off contract, together with an

explanation of those plans demonstrate good value for money. The appointed supplier must have an existing platform together with all of the licences required to operate in Lebanon, Maldives, and Morocco. The Authority will automatically reject any capital acquisition request which does not include a management plan (programme duration and lifetime). The Authority expects bids to articulate how the Supplier will leverage and utilise local resources that can be sustained beyond the end of this programme.

## Duty of Care

34. The requirements of Clause 10 (Duty of Care) of the CSSF Framework Agreement places an obligation upon the appointed supplier with regards to the health, safety, security of life and general wellbeing of all of its personnel (including sub-contractors) involved in delivering this requirement.
35. Accordingly the appointed supplier shall, with respect to all of its in-country personnel, be responsible for ensuring that appropriate security arrangements have been implemented and that all of the documentation required for those personnel is complete, accurate and in place. The appointed supplier shall also be responsible for the provision of suitable security arrangements for their domestic and business property; ensuring that appropriate safety and security briefings are held for all of their personnel and sub-contractors; and ensuring that such personnel and sub-contractors both register for and receive those briefings. Travel advice is available on the FCO website and the appointed supplier must ensure all of its personnel and sub-contractors are kept briefed and up to date with such information.