



*This is part two of our Securing Lebanon investigation.*

Part one is available here: [https://freenet.space/read-blog/836\\_op-hmg-trojan-horse-part-3-securing-lebanon-i.html](https://freenet.space/read-blog/836_op-hmg-trojan-horse-part-3-securing-lebanon-i.html) (../read-blog/836\_op-hmg-trojan-horse-part-3-securing-lebanon-i.html)

It would be a mistake to think that HMG was content with securing MoIM and ISF. UK's FCO ordered its intelligence cutouts to take other Lebanon's security services under control as well. Meet Lebanon Security Programme that enabled the British to infiltrate Lebanon Armed Forces Military Intelligence Department.

## Terms of Reference: Investigations Advisor and Mentor

### Background

In financial year 2017/2018 British Embassy Beirut (BEB) undertook scoping exercises of the Lebanese justice process for CT cases, CT investigation, capacity and Human Rights compliance and the CT detentions pathway. The outcome of these scoping exercises was a decision by BEB to focus future support on Lebanese Armed Forces Department of Military Intelligence (LAF DMI), with peripheral support for the Military Tribunal, Military Police Prisons and other CT focused security services (ISF Information Branch, General Security and State Security).

The objective of BEB is to increase the capacity, capability and Human Rights compliance of the LAF and Military Tribunal within the CT arrest to trial process. A compliant pathway through the Lebanese CT system is sought that could be used by UK law enforcement in the case of terrorism cases with UK links in Lebanon

### Requirement

An external supplier is required to deliver a two year programme on behalf of the British Embassy Beirut working primarily with the Lebanese Armed Forces Department of Military Intelligence, but with scope to engage with a broader range of security services here, to develop their investigative processes and evidential standards.

Working primarily via a embedded CT adviser, the successful supplier will also be expected to demonstrate a broad range of areas of expertise available on call down as necessary, to effectively project manage the programme while reporting into BE Beirut, and to demonstrate that they have built in rigorous and independent M&E processes throughout the programming timeline.

### Primary Tasks

- Work with LAF DMI to create structure, processes and SOPs within what is currently called the "Interrogation Section" to transition it into a more evidence focused unit.
- 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.
- Work with LAF DMI and other British Embassy projects to ensure Interrogation Section and Evidence Team joins up effectively with the CT intelligence functions of DMI both as a customer and supplier.
- Train staff identified by the unit in suitable presentation for court of a range of evidential products (e.g. CCTV, phone records, forensics & social media)
- Identify, train and mentor a core group of officers within the unit in the skills required to lead and manage evidential investigations (Senior Investigating Officers) within the Lebanese context.
- Train existing and recruited members with basic CT investigator / evidence gatherer skills where required
- Identify and meet specialist training needs within the unit

- Support other HMG assets in delivery of this programme where required (e.g. SO15 trainers)

### Secondary Tasks

- Where directed by the British Embassy engage with other security agencies (ISF Information Branch, General Security and State Security) to provide CT capacity building and advice to address identified needs and to support relationship building.

### Tertiary Tasks

- Draw on advisor or external expertise to provide CT capacity building where identified as furthering our objectives in the areas of:
  - Judiciary (Military Tribunal)
  - CT prisons intelligence with LAF DMI and Internal Security Forces Information Branch
  - CT detention management with LAF DMI and LAF Military Police
  - CT detention staffing with LAF DMI and LAF Military Police

### Budget

The maximum budget is £600,000 (£350k year 1 (July 2018-March2019), £250k year 2 (April 2019 – March 2020). Each annual budget will need to reflect an 85% spend by the end of December.

### Logistics

- The expert will be working primarily with the BE Beirut Programme leads.
- Day to day operational costs (accommodation, mobile phone, transport, food) are the responsibility of the supplier.
- Although desk space is available in the embassy , an early objective of the mentor should be basing themselves within DMI.

### Skills & Experience Required

#### Mentor

- Minimum SC vetted – preferably DV
- Senior Investigating Officer experience
- Significant experience in Counter Terrorism
- Experience of similar programmes overseas
- Experience of working with International partners
- Strong understanding of ethical, Human Rights compliant investigations and of achieving best evidence in serious crime investigations
- A very strong communicator, able to work independently and able to build relationships and trust in sensitive environments
- Experience of working alongside partner intelligence agencies

#### Supplier

- Be on the CSSF Framework
- Experience of the complexities of the Lebanese operating environment

- Experience of working on UK programmes
- Significant experience in Counter Terrorism programming
- Experience of similar programmes overseas
- Broad base of specialist CT expertise that can be drawn upon as part of this contract

### Bid Should Include

- **Minimum** of 24 weeks per year from an Investigations Mentor
- **Minimum** of 6 weeks per year “draw down” specialist capacity building / training expertise for areas identified during the process.
- Project management support for the delivery to minimise resource implications on BEB
- Regular reporting (detail to be presented as part of bid)
- Provision of third party M&E
- Provision for “call down” of interpreters. Although most officers in the unit speak good English, courses delivered to groups of non officers will require interpreters for maximum effectiveness.
- Bid should ensure that their proposal is both gender and disability sensitive

### CONFIDENTIALITY AND PUBLICITY

The implementer is not permitted to speak publicly (to the media, companies unrelated to any HMG audits or at conferences) about their work without the explicit permission of HMG.

### DUTY OF CARE AND SECURITY

The implementer will hold the duty of care responsibility for its staff and the security of the project and participants; it is to ensure that all reasonable security measures (physical, information and communication) are taken to reduce the threat to as low as is reasonably possible, and to expose any risks that are identified.

### Statement of Requirements

<https://www.pdf-archive.com/2021/01/03/02-itt2322-statement-of-requirements/02-itt2322-statement-of-requirements.pdf> (<https://www.pdf-archive.com/2021/01/03/02-itt2322-statement-of-requirements/02-itt2322-statement-of-requirements.pdf>)

What's the best way to 'open the gates' to an intelligence service? Which entry-point to take to ensure you are 'admitted'? By all means it's counter-terrorism! We understand the importance of the operations but we have also seen how the British use rather glib excuses to achieve their goals, e.g. radicalise youth through garbage collection and assistance to refugees.



<b>1.3.1</b> <b>(3.1)</b>	Describe how you will meet the requirements to ensure the project will be conducted effectively and produce credible results.	<b>Pages: 8</b>	<b>Points: 500</b>
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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 <b>24 weeks per year</b> from an Investigations Mentor meeting the qualifications mentioned in the TOR	✓	<i>A total of 50 weeks costed in this proposal</i>
Minimum of <b>6 weeks per year</b> 'draw down' specialist capacity building / training expertise for areas identified during the process	✓	<i>A total of 14 weeks costed in this proposal</i>
Provision of <b>third party M&amp;E</b>	✓	<i>6 weeks costed in this proposal with a leading CT Capacity Building M&amp;E Expert</i>
Provision for 'call down' of interpreters.	✓	<i>Interpreters costed for all training to guarantee continuity and quality.</i>
Broad range of areas of expertise available on 'call down' as necessary, to effectively project manage the programme while reporting into BEB	✓	<i>Additional CT Change Management Advisor and Associate pool of 300 Security &amp; Justice Associates</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.

- ▶ *An additional 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.

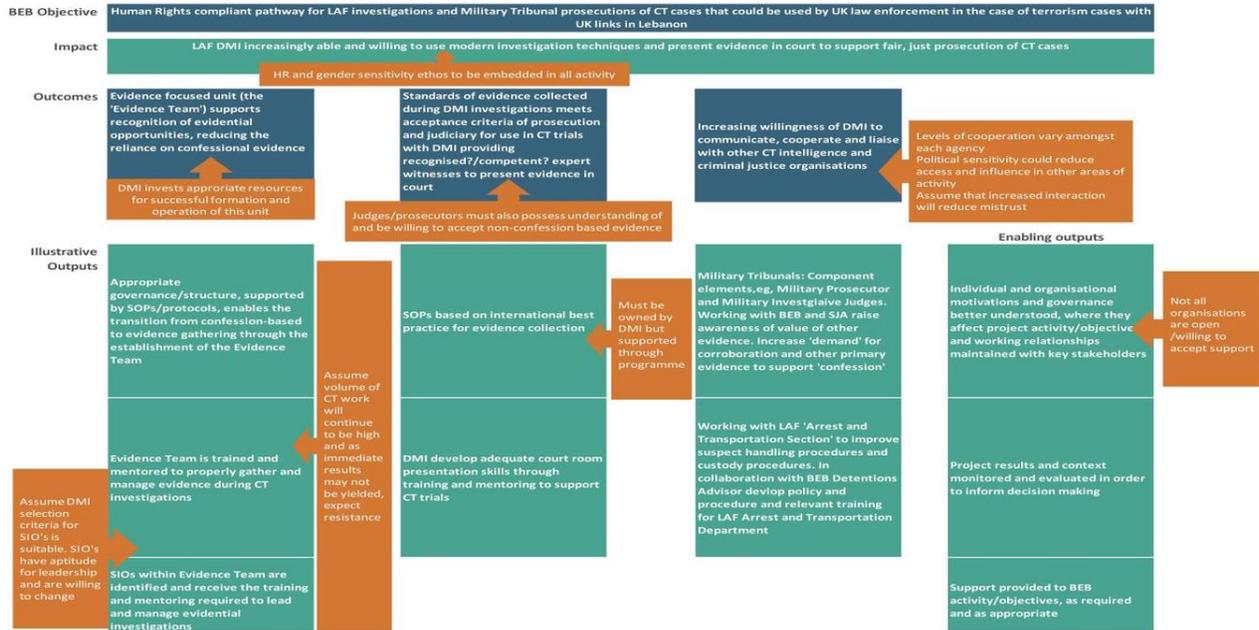
- ▶ **Underpinning Strategic Policy** – Creating a Strategic Framework Plan, ensuring that LAF IB develops command and control, embraces continuous learning, institutionalises effective SOPs and establishes structured relationships with partner organisations and agencies essential to successful outcomes 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.

Torchlight 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 ID and Brigadier General Jihad Tarabay at the GDSS. We wonder if Torchlight informed those officers that it was the UK intelligence that had contacted them.



**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.



<b>1.5.1 (5.1)</b>	A close working relationship with the Embassy and external experts/stakeholders is essential. Describe how you will provide project management support for the delivery to minimise resource implications on BEB and how you will be able to support other HMG assets in delivery of this programme where required (e.g. SO15 trainers). Provide evidence of a proven track-record of developing CT capacity and capability of the Lebanese Security Agencies. This includes building <b>working relationships</b> and <b>high-level contact</b> with senior officers.	<b>Pages:</b> 4	<b>Points:</b> 100
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**The value of Torchlight as an implementing partner.** Having established close working relationships with key BEB, Lebanese and other security and justice stakeholders in Lebanon over the last 36 months, Torchlight has developed an intimate understanding of the needs and support requirements for this project and is therefore ably positioned to continue supporting the BEB in implementing the agreed recommendations building on the understanding gleaned from, and lessons learned from, the study conducted between August 2017 and March 2018. Additionally, we have identified and built robust relationships and connectivity across secondary target organisations, including the Military Courts and other experts operating within the Lebanese justice sector, which brings a good understanding of the organisational frictions, challenges, and opportunities that exist. Our methodology and approach – designed and informed by Torchlight’s proven track record of delivering multiple challenging CT programmes on behalf of HMG and more than 150 years of collective experience from our project team alone – focuses on exceeding the minimum requirements and building sustainable capacity and institutional change within the key organisations. This will be achieved through **mentorship, institutional support and targeted skills training**, all underpinned by an **effective policy framework and the end-user lead development and adoption of Standard Operating Procedures**. Based on our proposed project plan, we can achieve the required spend of 85% of the budget by the end of December 2018.

Torchlight also brings significant *additional benefits*. With the existing relationships and privileged insight and understanding

offered by Torchlight into the design of this project, we are in a position to move immediately to delivery without the need to undertake additional scoping or inception phase activity. Members of the team have the trust and confidence of many of the stakeholders involved, which will afford the project with continuity and focus whilst being sensitive to potential impediments, such as political and sectarian affiliations and loyalties that present a challenge to effective inter-agency collaboration and joint working.

We have also proposed the inclusion of a Senior CT Advisor – Douglas McKenna – to support the change management imperative of this project: given the depth of his experience in this domain and our understanding of the relevance of this programme in the context of broader JHRP activity planned in Lebanon, Doug will provide expert advice and insight on how best to continue to orientate the mentoring and any training so it aligns most effectively with key outputs of the 2nd Pillar of the JHRP, most notably 1, 3 and 4, which can be summarised as:

- ▶ **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, ensure the End User is able to maintain operational capabilities and Human Rights compliance.

Successful achievement of these outputs will assist in the provision of 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.

**Project Management Support and Minimising BEB Resource Implications.** Ensuring effective project delivery which minimises unnecessary resource demands to the BEB, relies upon four core factors which have been integral to Torchlight's project design:

- ▶ Having the **breadth and depth of connectivity** across UK, Lebanese and other stakeholders to identify and work with key influencers to build the imperative and capacity for progress;
- ▶ Having the **technical skills** within the team and wider call-down experts to provide the support needed in a timely, and context sensitive manner;
- ▶ Having the **judgement and understanding** of the political and programming sensitivities that exist, to know when and how to seek agreement and guidance from the BEB, whilst at the same time being proactive and effective;
- ▶ Having the **project management expertise and experience** to manage the team and provide BEB with the necessary reports in a form and at the time required. This will include full responsibility for Security, Duty of Care and Welfare.

**Stakeholder Connectivity.** As a result of delivering the initial study, our developed relationships and engagements with Lebanese security agencies, specifically the LAF Department of Military Intelligence (LAF DMI) and the Intelligence and Investigations Branches (IB) of the ISF, GDS and GDSS provides us with a deep understanding of the capabilities of and institutional rivalries that exist within the Lebanese security apparatus, as well as the nature of relationships between stakeholders such as the LAF DMI and the Military Prosecutor. Further, our connectivity to stakeholders across UK Government, including the FCO, Metropolitan Police, National Crime Agency and other members of the UK Intelligence Community both in the UK and in Lebanon, offers an opportunity



for broadening and deepening future relationships for the BEB. This connectivity and engagement, at many levels, combined with our personal and organisational relationships with the BEB, will give this project a significant advantage in driving coherence and ensuring strategic integration.

Importantly, we are sensitive to concerns around ownership of local partner relationships, having conducted similarly sensitive projects on behalf of HMG in multiple theatres around the globe, we know when to engage HMG due to sensitivities and political demands and have the confidence, expertise and judgement, with the technical expertise on hand to flex and adjust the programme to achieve the objectives with minimal additional resource requirements on the BEB, supporting other HMG assets as required. 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.

Within the wider judicial expert community, 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 the Scottish Judicial Academy and Martin Farquhar, a prisons and detentions expert advisor, both of whom were introduced to the BEB by Torchlight. Our continued involvement in this programme will help the BEB to build increasing connectivity with stakeholders across the justice and security spectrum in Lebanon, as well as supporting the LAF DMI in building the necessary social capital across partner agencies and departments to achieve significantly increased operational effectiveness.

Torchlight continues to enjoy a unique relationship of trust and confidence with SO15 and has partnered with them extensively

and to proven effect on the delivery of a wide range of capacity building and capability development programmes overseas. Our project management team comprises security and justice experts with extensive experience of working for UK HMG, including on the last phase of work. This includes **Douglas McKenna**, Director of Justice and Security at Torchlight, and **Richard Briers**, Programme Manager for Investigations and Evidence. Doug, a former senior Counter Terrorism Metropolitan Police Officer who was previously Head of CT at the High Commission in Islamabad, will maintain overall executive oversight of this programme, with Richard, a former SO15 and Europol officer, providing programme management. Our chosen mentor for this programme, **William Semple**, is himself a former SO15 Senior Investigating Officer (SIO) with considerable experience of running CT investigations and working with liaison partners. Willie was the Mentor on the previous programme delivered by Torchlight to the LAF, ISF, GSD and GDSS on behalf of the BEB in Lebanon; he is well-networked across each of the four agencies and wider judicial sector in Lebanon, enjoys 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.

Similarly, **Rebecca Austin**, the independent M&E expert we have selected to work with on this programme, is a highly experienced M&E practitioner who has worked extensively on HMG projects in politically-sensitive environments, and in 2017 led the development of M&E approaches for all HMG CT programming overseas for the Joint International Counter Terrorism Unit (JICTU). As a member of the National Security Secretariat Counter Terrorism Performance Team at the Cabinet Office, Becky is currently working with 15 government departments to develop systems to assess progress against CONTEST. Becky has also recently worked with the LAF to help them build their capability to conduct M&E on Civil Military Cooperation (CIMIC) activities. Becky is very familiar with the operating environment in Lebanon and is well connected across the embassy in Beirut.

We have an intimate understanding of investigative models utilised by the UK's domestic and foreign intelligence services and have successfully supported HMG in applying and developing these concepts with local partners. **Alex Johnson**, our Regional Manager for the Levant based in Amman, is a CT expert and former UK crown servant who speaks fluent Arabic and French. Alex has led and maintained a persistent presence in Lebanon since September 2016, regularly engaging with Lebanese and UK Government stakeholders, including the Regional Counter Terrorism & Extremism Network (CTEN) and other departmental representatives, as well as the International Donor Community, including the Dutch, Danes and European Union, some of whose programmatic activities to some extent align with and complement this requirement. Our continued dialogue in London and in Beirut and Amman has given us a clear understanding of how this capacity building project



Figure 1. High-level overview of existing organisational relationships

Developed relationships and engagements with Lebanese security agencies (LAF DMI, IB of the ISF, GDS and GDSS) provide Torchlight with deep understanding... Its connectivity to stakeholders across UK Government, including FCO, Met, NCA and other members of the UK Intelligence Community both in the UK and Lebanon, offers an opportunity for broadening and deepening future relationships for BEB... It will help the BEB to build increasing connectivity with stakeholders across the justice and security spectrum in Lebanon.

We don't think any additional comments are necessary here.



can coherently complement existing activities delivered by the FCO, MOD and the Authority, and other UK-sponsored work on Countering Violent Extremism.

Figure 1 provides a high-level overview of existing organisational relationships.

Our existing **Stakeholder Engagement Plan** has been updated and is ready for an immediate project start, providing the added benefit of substantially reducing the project start-up time. This understanding will enable us to quickly deploy on the project, without the need to build substantial new relationships or establish trust and will ensure continued access to relevant facilities.

While there will be some introductions that would be most appropriate for the Authority to make, future development and maintenance of relationships will not be entirely reliant upon the Authority: Torchlight Directors, Country and Regional Managers and Project Delivery Team are focused on using their well-developed and relevant networks to enhance existing relationships, whilst developing access and connectivity to a broader stakeholder community across the Lebanese Security and Justice sector. We will develop and mature all relationships on this project through consistent and open dialogue, along with proposed engagement on the governance frameworks described later in this section, and appropriate workshops to deepen mutual understanding of objectives and progress.

**Contractual management.** We have a proven, practised and transparent approach to the management of contract obligations which has seen the successful delivery of over £35m of capacity development projects in the last 5 years without a single formal complaint about the quality of work undertaken by Torchlight. We are committed to a 'No Surprises' culture on project reporting and progress. We are committed to exceeding delivery expectations through rigorous project management procedures which collect, analyse, and report on a range of KPIs. We strive for transparency on all activities and the progress that is being made and propose a governance structure to oversee our contractual obligations. The three levels would be:

Governance level	Schedule	Responsibilities	Participants
<b>Programme Governance Board</b>	Quarterly	Agree overall strategic direction for the contract, reviewing technical and financial progress, sign off major changes, identifying strategic level risks and mitigation strategies	Chaired by Authority and invited representatives – suggestions would be Host Government representatives and Torchlight Director
<b>Delivery Working Groups</b>	Monthly	Oversight of delivery of strategy, monitoring progress, identifying operational risks and mitigations. Enables coherence and coordination of activities	Chaired by Torchlight Project Manager and includes Authority representatives and day-to-day counterparts from End User and others as appropriate
<b>Day-to-day Counterparts</b>	Daily, weekly and monthly meetings	Oversight of activities, monitoring progress, identifying tactical risks and mitigations	UK, Lebanese and other counterparts identified by Authority and Torchlight

**Review, Adaption, Feedback, and Learning.** As discussed in detail in Section 1.2.2, a monitoring and evaluation plan will be agreed during inception. While the plan will provide a comprehensive monitoring framework for performance of the contract, it will be important to conduct regular reviews of the appropriateness of the M&E Plan to adjust to identified risks or areas requiring additional monitoring. Project progress and changes to plans will be managed through the following review points:

- ▶ **Programme Governance Board.** The project will be subject to regular review which would be discussed by the Governance Board and recommendations made on the direction, content, progress and actions to mitigate risks. In addition, this will be the forum to discuss significant variations to the scope, duration, and volume of training to be delivered. A project completion report will summarise progress, financial performance, lessons learned and make recommendations on next steps. This will monitor and report on STRATEGIC DIRECTION, a key Authority implementing principle.
- ▶ **Monthly reports.** Monthly reports will be provided to HMG following the Delivery Working Group Meeting, summarising key successes, any shifts in work plan, issues and any risks that had materialised, and recommended adaptations and mitigations. Learning points from previous interactions will also be applied to future activities once agreed at this meeting. These meetings and reports will be the fundamental basis for COHERENCE and COORDINATION as key ITT implementing principles.
- ▶ **Regular meetings.** The Torchlight Project Manager and/or Regional Manager will be available to meet with the embassy at any level of frequency required – from monthly down to weekly or *ad hoc* as necessary. We will meet with direct counterparts for day-to-day activities on an 'as needed' basis.

**Responsive and flexible.** Our organisational structure enables us to manage delivery effectively and to dynamically re-task our personnel and assets adaptively. In addition to our full-time employees, we access our wide pool of 300+ associate staff in order to ensure delivery resilience and to access more specialised and often niche skills and capabilities. We use this model to deliver with flexibility and agility and are able to respond to requests at reasonable notice or fill requirements due to delays to scheduled commitments. We anticipate that such flexibility will be valuable in delivering this programme of mentoring and training interventions. As an example of this flexibility, in December 2016, we met an FCO request to mobilise a team of 11 forensic trainers to Afghanistan within 15 days of contract signature, this also included completion of hostile environment training.

**Responsible Duty of Care.** We have delivered over 18,000 training days in complex and conflict affected states and never failed to ensure full duty of care of its personnel and delivery of all contracted objectives. This is achieved through layered proactive initiatives including: formal and dynamic risk assessment and mitigation; strong communication; working in close partnership with the Authority and stakeholders; appropriately equipping staff; providing appropriate on-going training and continually honing, testing and enforcing our comprehensive Company Operating Procedures (COPs – available upon request) which keep duty of care

as a central tenet throughout. We have the added benefit of many of our team already having operated in Beirut and we are orientated to the ground and ready to safely deploy. We have best of class management processes in place to support our personnel including 24-hour monitoring and emergency care provisions. These processes are maintained and managed within our ISO9001:2015 compliant Operations Manual and COPs.

**Managing performance.** The Authority needs to be sure that implementing partners are being resourceful, reliable and collaborative – when delivering results but also when diagnosing problems and identifying solutions. We prides ourselves on being a trusted commercial partner to HMG; our teams are, and always will be, easy to work with: ultimately reducing HMG's workload.

**Handling a failure to meet KPIs.** Our approach to programme management, particularly in how we design and use implementation plans to guide and monitor our delivery against agreed results, is the key means to proactively ensure agreed milestones and KPIs are met. However, at any point where it becomes clear specific KPIs will not, or have not, been reached, we will communicate this quickly and appropriately, either through formal review points such as monthly meetings or – especially in more serious cases – through immediate contact. This will allow for an open and constructive discussion of reasons for falling short, the consequences of this, and potential mitigations. An important part of this discussion will be identifying whether failure to achieve the milestone or KPI was a result of internal issues (such as overly ambitious milestones or team under-performance) or external factors outside our control, as it will inform not only how we respond technically but also whether a revision to agreed milestones/KPIs is necessary or desirable. This will ensure future delivery objectives are agreed and there is no gap between expectations for HMG, Beneficiaries, Torchlight or other stakeholders.

**Procedures for dealing with complaints or problems, and escalation procedures.** All complaints will be taken seriously and dealt with promptly. Complaints and problems will be checked for factual issues and assessed for their level of severity before establishing an appropriate course of action. Where on-the-spot redress is possible, issues will be dealt with immediately. In instances where this action is taken, subsequent notice will be given to the Authority Representative. For issues of practical or security-related nature, our regional operations manager would also be consulted. All significant issues will be recorded on the project issues log, ensuring transparency and accountability to HMG. For this project the initial point of escalation is Doug McKenna, the Director responsible, whilst Ed Dickson, the Torchlight Managing Director, is the ultimate point of contact.

**Proven track-record of developing CT capacity and capability of the Lebanese security agencies.** Torchlight's proven track-record of developing the CT capacity and capability of the Lebanese security agencies is evidenced by our successful delivery of the initial phase of this project. Specifically, between August 2017 and April 2018, Torchlight deployed a Senior Investigations Mentor and Advisor – Willie Semple – to Beirut 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. This was successfully achieved with the LAF IB, and to a lesser extent with ISF, GS and GDSS. Willie was supported by Torchlight's Director of Justice and Security, Douglas McKenna, who was engaged throughout the programme as a Senior Justice and Human Rights Partnership (JHRP) Advisor.

Where potential areas of concern in relation to operational practice were identified, we supported the BEB team in considering appropriate measures to mitigate against these risks, addressing capability gaps and/or weaknesses by identifying potential programmatic interventions which could initiate and support institutional improvement, thereby leading to greater levels of assurance and collaboration. A full appraisal and comparative assessment of each agency's organisational strengths and weaknesses in the CT domain was provided in our final report. We also highlighted a number of areas identified over the course of our interactions that would benefit from continued focus: in addition to the issue of compliant detention facilities, areas of particular interest highlighted directly by LAF IB included support in developing a structured decision-making model along the lines of the UK's National Decision Model (NDM), as well as leadership training for a cadre of CT SIOs, and the development of covert and digital investigative techniques, and forensics and evidence-gathering capabilities, including the use of fingerprints, biometrics and tools such as ANPR and CCTV.

The successful delivery of this project was in large part due to the ability of our Investigations Mentor and JHRP Advisor to work closely with the BEB team to build effective and trusted working relationships with key senior stakeholders, officers and decision-makers within each of the four agencies, as well as the Military Prosecutor. These relationships remain very much intact and will be reactivated and further nurtured over the course of this next phase of the programme to ensure all objectives are appropriately aligned and realised. Torchlight has also previously been engaged by other parts of HMG to support in the design and delivery of capability and capacity development to enhance the operational skill sets of security agencies in Lebanon. Given the sensitivity of these projects, further details are available subject to authorisation from the relevant contracting departments.

Here is a detailed file on the Counter-Terrorism Investigations Advisor Mentor:

## William Semple

Senior Investigations Mentor & Advisor

### SUMMARY

An award winning former senior police officer with over 30 years of operational and strategic leadership experience in areas primarily including counter terrorism (CT), major criminal investigations, intelligence, security and community policing. Recognised as a Subject Matter Expert (SME) by the College of Policing and authored the Association of Chief Police Officers Scotland (ACPOS) – Terrorism and Allied Matters – Guide to Major Terrorist Investigations, the national benchmark by which all terrorist-related enquiries in and from the UK are conducted.

Recently deployed as Senior Investigations Mentor and Advisor on behalf of Torchlight, providing support to the British Embassy in Beirut (BEB) in developing deeper understanding of the competencies, human rights compliance and evidence gathering capabilities & capacities of the four primary security agencies responsible for CT investigations in Lebanon. Also previously coordinated the delivery by Torchlight of a two-year CT sustainable change and capacity building programme within the investigations pillar of a Justice and Human Rights Partnership (JHRP) between the UK and Nigeria.

Trained and accredited CT police operations room Senior Investigating Officer (SIO). Significant recent experience with some of the largest public sector reform seen in the UK, playing a key strategic role in the development of a single police service in Scotland.. Led the review of national forensic science services resulting in all strategic level partners in three separate interdisciplinary organisations signing up to a new memorandum of understanding National strategic lead for implementation of Schengen Information System II (SIS II) linking Police Scotland into UK / European law enforcement information sharing system. Reviewed cyber-crime investigative response and management with all strategic recommendations accepted and new governance structure implemented within Police Scotland.

### EXPERIENCE

#### 2017 – 2018 Senior Investigations Mentor – TorchlightGroup – Lebanon

During a seven-month review on behalf of HM Government, cultivated and established excellent collaborative and productive working relationships with key strategic and operational decision makers within the four principal CT investigation & evidence gathering organisations, and the wider CT judicial process, in Lebanon. Delivered a balanced assessment of Lebanese CT investigative and evidence gathering capability & capacity, in the course of which afforded British Embassy, Beirut, with clear visibility and understanding of the of the levels of competence, human rights compliance, use of evidence and ethical evidence gathering and investigative methodologies within each of the four agencies. Identified and documented evidence supporting a preferred CT investigations partner in cases of UK interest, in the course of which highlighted risk and potential impediments to joint investigations between the UK and Lebanon. Provided recommendation towards further longer term CT investigative mentorship and training programme designed to address and mitigate impediments to international collaborative CT investigations.

#### 2016- 2018 Programme Coordinator – TorchlightGroup – Nigeria

Coordinated the delivery of sustainable change and capacity building within the Investigations Pillar of a JHRP between the UK and Nigerian governments. Coordinated and focused the delivery of bespoke services, training and mentoring towards the JHRP desired outcome, ensuring the end user organisation can effectively and compliantly tackle terrorism and insurgency that threatens UK interests and the stability of the Nigerian state.

#### April 2015 – Present Consultant – College of Policing

External associate and investigations SME to the College of Policing in England & Wales, providing tactical, operational and strategic investigations consultancy services to both public and private sector clients. Currently providing investigations consultancy services and training to senior staff at the Serious Fraud Office, London. Due to deploy in April 2016 to carry out a strategic review of Indonesian Law Enforcement training response to drug and CT investigations.

### SKILLS

#### Exceeds all Person Requirements

- ▶ SC vetted
- ▶ SIO experience – 10 years
- ▶ CT experience – 10 years
- ▶ Experience of similar programmes overseas and working with International partners, including in Lebanon and Nigeria
- ▶ Strong understanding of ethical, Human Rights compliant investigations and of achieving best evidence in serious crime investigations
- ▶ Very strong communicator, able to work independently and able to build relationships and trust in sensitive environments
- ▶ Experience of working alongside partner intelligence agencies – Lebanon, Nigeria, UK

#### Counter Terrorism & Extremism

- ▶ CT Police Ops Room SIO Metropolitan Police SO15 2011
- ▶ CT Command & Control Home Office (Exercise Castle Rock) 2010
- ▶ CT Gold Command MASTS Home Office (Exercise Castle Rock) 2010
- ▶ CT Police Ops Room (Exercise Control) Home Office (Exercise Castle Rock) 2010
- ▶ CT SIO / DVI / SIM Joint Training North West CTU 2010
- ▶ Counter Terrorism SIO 2009

#### Organised Crime & Covert Policing

- ▶ Threat to Life SIO 2013
- ▶ SIO for MASTS Tayside Police 2011 - 2013
- ▶ RIPA / RIP(S)A Authorising Officer 2009
- ▶ CHIS Controller 2005
- ▶ Covert Law Enforcement Manager 2002
- ▶ Covert Technical Surveillance Scottish Crime Squad 2000

**2013 – April 2015** **Head of Crime Restructuring – Police Scotland, Special Crime Division (SCD)**

Completed a comprehensive strategic review of SCD business areas as part of one of the biggest public sector reforms seen in the UK by the creation of a single Scottish police service. Identified and recommended unifying working practices in line with the aims and objectives of the new unitary organisation. Member of an elite national cadre of highly trained specialist senior investigators, deployed as such in respect of CT and kidnap & extortion crimes in action. Trained and accredited CT police operations room SIO. Led the review of national forensic science services. National strategic lead for implementation of Schengen Information System II (SIS II) linking Police Scotland into UK / European law enforcement information sharing system. Reviewed cyber-crime management with all strategic recommendations accepted and new governance structure implemented within Police Scotland.

**2010 – 2013** **Head of Investigations, Detective Superintendent – Tayside Police, Crime & Intelligence Division (CID)**

Responsible for strategic overview and operational delivery of covert and overt investigations into all forms of serious crime committed in or impacting upon the Tayside region. Mentored and supported SIOs with an appropriate level of intrusive management to ensure investigations were properly focussed, structured and resourced to withstand judicial scrutiny and peer review. Strategic lead for Kidnap & Extortion and CT, and key member of the multi-agency Terrorism Investigation Forum. Implemented PREVENT strand of CONTEST strategy across three local authority areas. One of very few trained and accredited CT police operations room SIOs. Authored the Scottish version of Association of Chief Police Officers (Terrorism and Allied Matters) Guide to Major Terrorist Investigations, the national benchmark by which all terrorist-related enquiries in and from the UK are conducted.

**2009 – 2010** **Head of Emergency & Event Planning, Superintendent – Operation Support Division - Tayside Police**

Responsibilities included Business Continuity, Emergency Planning and Response, Event Planning, Firearms Unit and Public Order Unit. Lead for Tayside Police business continuity plan, including testing and exercising key business areas and leads in the Force. Ensured the organisation was prepared to provide an emergency response to a wide range of naturally occurring, industrial accident or criminal incidents. Chaired the Tayside Strategic Coordination Group in this regard. Event planning for annual occurrences including large scale music festivals and Royal visits. Head of Firearms Unit and responsible for staff selection, training and accreditation of firearms officers. Trained and accredited Silver Firearms Commander. Head of Public Order Unit, trained and accredited Advanced Public Order Commander.

**2008 – 2009** **Deputy Divisional Commander – Central Division (Dundee) - Tayside Police**

Responsible for community policing in the city of Dundee with c.500 police officers and police staff. Managed the investigation of all complaints against police and associated disciplinary functions. Chaired daily and fortnightly resource tasking and crime management meetings.

**2009 – 2010** **Detective Chief Inspector – Head of Central Division (Dundee) - Tayside Police**

Responsible for divisional performance and investigation of all volume and serious crime in the city of Dundee. Included chairing multi agency forensic strategy meetings in order to prioritise forensic investigation with finite resources. Led multi agency offender management and public protection process for Dundee Local Authority.

**2007 – 2008** **Detective Inspector – Central Division (Dundee) - Tayside Police**

SIO for homicide and other serious crime. Managed divisional crime management unit, including CHIS controller, divisional analysts, local and field intelligence officers.

**1985 – 2004** **Detective Constable - Detective Inspector**

Various roles including Divisional CID, Force Intelligence Branch, Drugs Branch and Scottish Crime Squad.

- ▶ Covert Foot & Mobile Surveillance Scottish Crime Squad 1995

**Kidnap & Extortion**

- ▶ K&E SIO Green Room 2010
- ▶ K&E ACPO Gold Training (Ex Pepper) 2009
- ▶ Kidnap & Extortion SIO 2009

**Major Crime Investigation**

- ▶ SIO Disclosure Course 2013
- ▶ Serious Crime Reviewing Officer 2012
- ▶ SIO HOLMES II 2011
- ▶ Senior Investigating Officer (SIO) 2005

**Senior Leadership & Management**

- ▶ Police Conduct & Performance 2014
- ▶ Senior Police Leadership Programme 2011 – 2013 (Comprising Business Principles, Ethics, Equality & Diversity, Effective Leadership & Financial Management)
- ▶ Strategic Media Training 2011
- ▶ Chair of Misconduct 2011

**QUALIFICATIONS**

HNC Police Studies

**Education & Training, Level 4 Certificate in Education & Training, Quas Direct**

**ADDITIONAL INFORMATION**

- ▶ UK Full Driving License
- ▶ British Citizen
- ▶ SC Clearance (Former DV Held)

This is their methodology:



ITT 2322 CT Investigations Advisor and Mentor  
TORCHLIGHT-1.2.1-Methodology and Approach-180606 AB

<b>1.2.1 (2.1)</b>	Explain your general approach, rationale, methodology and outline of activities as indicated in the statement of requirements as per the timeframe and budget specified.	<b>Pages: 6</b>	<b>Points: 300</b>
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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.

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.

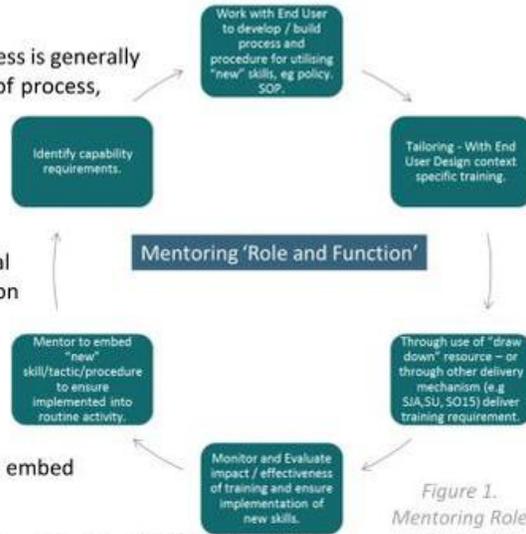


Figure 1. Mentoring Role and Function

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

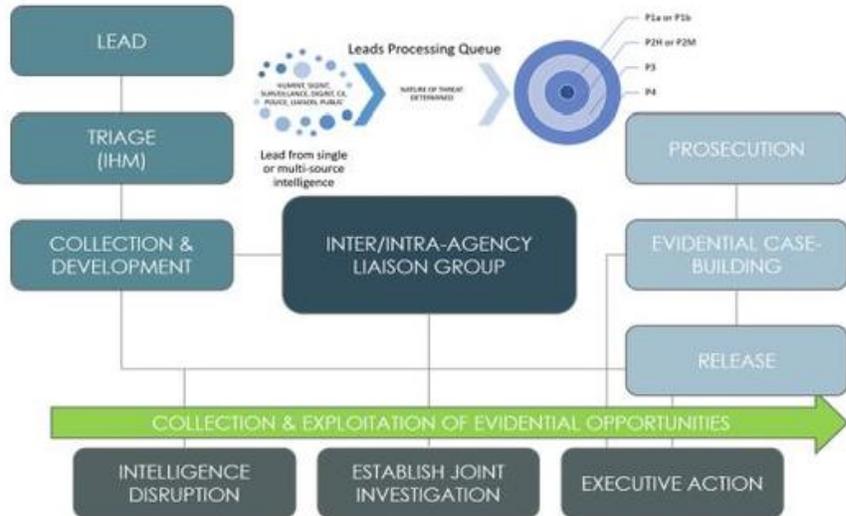
initial phases of the programme. We propose that Douglas McKenna, Torchlight’s Director Security and Justice will perform this role. In addition to his 20 years of experience as a Senior Investigating Officer, and latterly as Head of SO15, Doug has worked extensively with UK and International CT organisations. 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.

## Complete Torchlight Lebanon CT Investigations Advisor and Mentor:

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It's been the 2018-2020 project. Below you can see its extension for 2020-2022.

### **Terms of Reference: Investigations Advisor and Mentor**

#### **Background**

In financial year 2018/2020 British Embassy Beirut (BEB) has worked on increasing the capacity, capability and Human Rights compliance of the Lebanese Armed Forces Department of Military Intelligence (LAF DMI) in order to drive down risks of operational collaboration with LAF DMI and build sustained relationships with an important UK CT Partner

sustained relationships with an important UK CT Partner.

## Requirements

An external supplier is required to continue delivery of this programme years 3 and 4 (year 3 ends in March 2021) on behalf of the British Embassy Beirut working primarily with the Lebanese Armed Forces Department of Military Intelligence, Military Tribunal, Military Police Prisons Teams and Forensics Teams and other CT focused security services, if deemed necessary.

Working primarily via an embedded CT adviser, the supplier will demonstrate a broad range of areas of expertise available, where new training is required, the supplier will be required to secure required expertise such as subcontractors on their framework, to deliver required activities, which will mainly fall under security field to effectively project manage the programme while reporting into BE Beirut, the supplier will design and submit a Results Framework and M&E processes to the Customer, throughout the programming timeline. The supplier is required to complete an internal M&E evaluation at the end of each financial year.

## Primary Tasks

- Work with LAF DMI to create structure, processes and SOPs within what is currently called the "Interrogation Section" to transition it into a more evidence focused unit. This includes adoption of the investigation manual developed by the CT Mentor in FY1819.
- Build capacity, capability and process of LAF officers around recognition and exploitation of evidential opportunities as well as presentation and management of evidential investigations (e.g. CCTV, phone records, forensics & social media).
- Train all Beirut staff in Preparation and Planning; Engage and Explain; Account; Closure and Evaluation (PEACE) interviewing and create internal guidance, case files and training manual processes and SOPs between LAF and Military Tribunal to ensure integration with the rest of the department.
- Work with LAF DMI and other British Embassy projects to ensure Interrogation Section and Evidence Team joins up effectively with the CT intelligence functions of DMI both as a customer and supplier.
- Design and deliver an Investigating Officer Training and assist LAF in developing a curriculum based on UK principles.
- Deliver remaining PEACE course, Building Capacity of Trainers, identify, design and deliver Investigative Officer Training meeting the specialist training needs within the unit. All training cycles to include train the trainer element.
- Support HMG departments where needed and supporting Police (SO15) in delivering to LAF or other agencies under the scope of this project.

## Secondary Tasks

- Draw on advisor or external trainer experts to support the designing of training modules and manuals in supporting CT capacity building where identified as furthering our objectives in the areas of:

- Judiciary (Military Tribunal)
- CT prisons intelligence with LAF DMI and Internal Security Forces Information Branch
- CT detention management with LAF DMI and LAF Military Police
- CT detention staffing with LAF DMI and LAF Military Police

### **Budget**

The maximum budget is £800,000 with a required spend of £500,000 in FY 2021 and £300,000 in FY 2022. The Activity Based Budgeting (ABB) should reflect 85% spend by end of December for each financial year.

### **Logistics**

- The expert will be working primarily with the British Embassy CT Team, this consists of Police attaché, CTEN Officer, CTPF Programme Manager and CTPF Programme Support Officer.
- Day to day operational costs (accommodation, mobile phone, transport, food) are the responsibility of the supplier
- Supplier should fully accept responsibility for Security and Duty of Care for their Personnel and Third Parties.
- Although the supplier should provide desk space, the mentor will be basing themselves within DMI.

### **Skills & Experience Required**

#### **Mentor**

- DV vetted
- Senior Investigating Officer experience
- Significant experience in Counter Terrorism
- Experience of similar programmes overseas
- Experience of working with international partners
- Strong understanding of ethical, Human Rights compliant investigations and of achieving best evidence in serious crime investigations
- A very strong communicator, able to work independently and able to build relationships and trust in sensitive environments
- Experience of working alongside partner intelligence agencies
- Experience of handling and storing General Data Protection Regulations (GDPR) information

#### **Proposal Requirements**

- **Minimum** of 24 weeks per year from an Investigations Mentor
- **Minimum** of 6 weeks per year “draw down” specialist capacity building / training expertise for areas identified during the process.

- Project management support for the delivery to minimise resource implications on BEB, this includes strong preference for Project Manager in Lebanon
- Provision of third party M&E
- Provision for “call down” of interpreters. Although most officers in the unit speak good English, courses delivered to groups of non-officers will require interpreters for maximum effectiveness.
- Bid should ensure that their proposal is both gender, conflict and disability sensitive.
- Supplier will update the Customer by arranging progress meetings, monthly and quarterly reporting, field visits and M&E (through results framework & monitoring implementation with LAF DMI)
- The supplier is not permitted to speak publicly (to the media, companies unrelated to any HMG audits or at conferences) about their work without the explicit permission of HMG.

### Terms of Reference.

<https://www.pdf-archive.com/2021/01/03/tor-ctap-2020-2022/tor-ctap-2020-2022.pdf>  
 (https://www.pdf-archive.com/2021/01/03/tor-ctap-2020-2022/tor-ctap-2020-2022.pdf)

Here is the signed Project Proposal Form from Torchlight to FCO:

 Foreign & Commonwealth Office		<b>PROJECT PROPOSAL FORM</b>	
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.		
<b>Cost</b> <i>What is the <b>TOTAL</b> cost of the Project</i>  <i>Of this total, please detail the cost to the FCO and, if relevant the cost to co-funders</i>	FY20/21 to FY21/22	£799,765	
	Cost to FCO	£799,765	Cost to Co-funders
Timing	Planned start date:	April 2020	Planned completion date: March 2022
<b>PLEASE ATTACH A FULL ACTIVITY BASED BUDGET (in Excel). Proposals without an activity based budget will not be considered</b> The Activity Based Budget must match the activities and timings set out below			

<b>Implementing Agency</b> Name; Address; Telephone Numbers; Email; Website	Torchlight Group Limited Windmill Hill Business Park Whitehill Way Swindon SN5 6QR United Kingdom +44(0)1793 441455 <a href="http://www.torchlightgroup.com">www.torchlightgroup.com</a>
<b>Will the Implementing Partner</b> be sub-contracting any other agencies to carry out elements of the project activities? If Yes, please provide details <i>Good procurement procedures <u>must</u> 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 A/M)	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
<b>(Intermediate) Outcome 1: Capabilities, structures and processes in place for the management of evidence and investigations within the LAF DoI</b>				
<b>Output 1: LAF Evidence Unit and Interrogation Section are fully functioning with processes/procedures in line with evidential standards for Lebanese courts</b>				
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
<i>Activities linked to Output 1</i>	Mentoring by CT A/M Creation of roles/responsibilities for Interrogation section (including gender elements) Meetings with LAF regarding Investigations Manual Workshops/exercises for Evidence Unit Implementation of LAF Investigations Manual within Evidence Unit and Interrogation Section 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 Succession plan to maintain cadre of LAF trainers within Evidence Unit and Interrogation Section Mentoring/assessment/transition of PEACE training to LAF with further LAF delivered courses to Beirut staff Additional module development for T3 trained trainers Monitoring and evaluation			

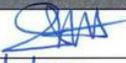
<b>(Intermediate) Outcome 2: A professional development pathway is established for LAF Investigators across various units</b>				
<b>Output 2: Agreed curriculum for Investigating Officer (IO) training is in place</b>				
Learning objectives for IO training programme agreed	No training programme in place	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
<b>Activities linked to Output 2:</b>	Mentoring by CT A/M Define roles/responsibilities for Investigators Review of requirements to establish learning objectives for Investigating Officer training Development and delivery of IO training based on UK principles of an investigation ethos (with modules for awareness, practitioners and supervisors) Coordination with MT, Military Police (MP), DMI intel unit on inputs for IO training 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) Development of IO training modules for T3 trained LAF trainers Mentoring of delivery of IO training by LAF Development of workbooks for performance management system Monitoring and evaluation			
<b>(Intermediate) Outcome 3: Improved inter-department cooperation within LAF and interagency cooperation between LAF and MT</b>				
<b>Output 3: LAF recognises the benefits of information sharing internally amongst specialised units and with other external agencies</b>				
Attendance in joint activities	Limited joint activities being conducted	Project activity records, LAF	Joint workshop to discuss evidential standards	Q1 FY 20/21
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
<b>Activities linked to Output 3</b>	Mentoring by CT A/M 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			
<b>Sustainability</b>	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.			

<b>Risks</b>	<b>Risk</b>	<b>Impact</b> Low/ Medium/ High	<b>Like- lihood</b> L/M/H	<b>Management</b> <i>How will the risk be managed and monitored, what are the mitigating actions, and who is the risk owner</i>	<b>Escalation Point</b> <i>At what stage will the management of this risk need to be escalated</i>
	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	L	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. As per Torchlight's documented Duty of Care procedure, the team continues to monitor the situation in Beirut, and wider Lebanon, closely. CT A/M 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	If situation detracts from meeting deliverables or if there is a serious risk assessed to personnel

				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).	
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	L	H		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.	Continuous communication with BEB to monitor/assess
Damage to HMG reputation as a result of human rights violations	M	H		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.	Report suspect violations to BEB
Reduced LAF project ownership and support due to a change in LAF Dol leadership	M	H		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 Dol and Deputy Chiefs of Staff to generate broad, cross-confessional support, reducing reliance on key individuals (though Dol will remain key project owner).	Continuous communication with BEB to monitor/assess

	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
<b>Stakeholders</b>	<b>Stakeholders</b>	<b>Interest</b> L/M/H	<b>Influence</b> L/M/H	<b>Engagement / Communications plan</b> (How to engage, how often and who by/who to)	<b>Owner</b>
	BEB	H	H	Regular engagement through CT A/M, 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 A/M. General Al Fawwal has responsibility for the Investigation Branch. Wider engagement would need to be arranged through BEB and the liaison section. CT A/M meets almost weekly.	TLG, BEB
	Military Tribunal Head	H	H	Either through BEB, or via CT A/M who is able to arrange meetings directly. CT A/M 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	 I Whillcock Finance Director - Tokentech Group Ltd.				
Date	27/2/2020				

<https://www.pdf-archive.com/2021/01/03/torchlightproject-proposal-forminvestigations-advisor-and-mentor/torchlightproject-proposal-forminvestigations-advisor-and-mentor.pdf>  
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<https://www.pdf-archive.com/2021/01/03/torchlightactivity-based-budgetinvestigations-advisor-and-mentor/torchlightactivity-based-budgetinvestigations-advisor-and-mentor.pdf>  
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<https://www.pdf-archive.com/2021/01/03/torchlightpricing-template-investigations-advisor-and-mentor/torchlightpricing-template-investigations-advisor-and-mentor.pdf>  
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You can see an engagement plan for stakeholders from LAF DMI, Military Tribunal, Military Police, ISF, GS, SS.

Pay special attention to the Lead Prosecutor (GCMC) who is unsupportive of international engagement. Well, he is not a problem anymore, as 'he has recently been mired in controversy and his tenure may be coming to an end'. What the heck? What kind of a mess

has he got into? Does it mean the Brits employ their 'assets' in Lebanon's security services to get rid of anyone opposing them?

The following HMG programme is dedicated to training as well as further securing LAF DMI and ISF. Morocco and Maldives are also mentioned in the programme but Lebanon is the primary target.



Foreign &  
Commonwealth  
Office

## **STATEMENT OF REQUIREMENTS**

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

OFFICIAL SENSITIVE

## **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.

## OFFICIAL SENSITIVE

## 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.

## Recipients

10. Lebanon- investigators and senior officers of the Lebanese Armed Forces (LAF) Directorate of Military Intelligence (DMI), and the Internal Security Force (ISF).

## 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

### **Statement of Requirements.**

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**Here is the bid from Torchlight:**

The Authority needs a proven, credible and assured Implementing Partner with the capacity to deliver multiple projects simultaneously to deliver this requirement—Torchlight is currently delivering three projects with similar requirements as those within the SOR in CSSF countries, one of which is Lebanon where we have in-depth experience of operating in that environment and working with the key stakeholders for this project enabling us to hit the ground running. We also possess demonstrable experience in delivering three projects simultaneously under the requirements of a wider CSSF CT criminal justice reform programme in South Asia and a complex multi-territory project involving the scoping of multiple countries in order to produce assessments of the individual ‘all threats’ security vulnerabilities within each country on behalf of HMG. We have significant evidenced experience across all aspects of this requirement and will be able to build upon the lessons learned from our experience delivering multiple security and justice projects for CSSF since 2015, including several projects delivering digital evidence requirements, our strong regional operational presence in South Asia, Levant and North Africa (including Morocco and Lebanon) to inform and shape the delivery this SOR.

### Three Projects Similar to the SOR, Including Delivering in at Least One of its Target Countries

The Authority will benefit from Torchlight’s evidence-based approach, drawn from our experience supporting a transition from confession-based, to more evidential HR compliant CT investigations, utilising improvement of forensic capabilities in Lebanon, Jordan and Afghanistan under 3 HMG funded projects. We will apply our experience and learning of what works to deliver against this requirement, incorporating critical lessons learned such as the identification of meaningful indicators to monitor the impact of our activities. This includes a *digital evidence project* involving the equipping and delivery of progressive training in Jordan to the Digital Forensic Unit within the Public Security Directorate (PSD)/Special Branch (SB). All three projects are overseen by our Director for Security & Justice, Doug McKenna, who maintains overall governance and serves as our company’s JHRP Advisor, and our Security & Justice Programme Manager, Melissa Tierney, who manages the deliveries, including maintaining oversight over risk and quality assurance to ensure that we achieve our objectives on time and within budget. This management team will also oversee this project, providing assurance to the Authority, not only on delivery of the requirement, but also that all CSSF programmatic requirements will be fully met (Compliance with OSJA, reporting and financial controls). See below further details on each project.

**Project Summary:** Lebanon | CSSF | Multi-year (2017 – ongoing) | Senior CT Investigations Advisor & Mentor and Justice & Human Rights Partnership (JHRP) Advisor | A programme of mentoring and training support to help develop greater use of evidence and ethical investigative methodologies within the Investigations and Information branches of the LAF DMI, as well as other Lebanese security agencies, with a focus on terrorism cases.

**Beneficiaries:** LAF DMI, ISF Intelligence Branch (IB), Directorate of General Security (DGS) and General Directorate of State Security (GDSS), as well as the Military Tribunal (MT), Military Police Prisons and other Security Sector Actors (SSAs) as required.

**Torchlight Team:** Doug McKenna (Programme Director); Melissa Tierney (Programme Manager); Project Manager (based in Beirut); Project Support Officer (Rob Morgan); CT Investigations Advisor; MEL Advisor; Short Term Experts.

**Key Outcomes:** *Increased capacity, capability and human rights compliance* of the LAF and Military Tribunal within the CT arrest-to-trial process enabling a compliant pathway through the Lebanese CT system that can be used by UK law enforcement in cases of terrorism with UK links. Establishment of structure, processes and SOPs within the ‘Interrogation Section’ (based on HR-compliant PEACE model) to *transition it into a more evidence-focused unit*, reducing the reliance on confessional and ocular testimony. Support to establish the ‘Evidence Unit’, leading to *improvements in understanding of collection, handling and processing of evidence* in CT cases.

**Experience that will be applied to this project:** There are clear links and synergies between the IDEA Project and the CT Investigations Advisor programme, both of which are driving to increase the use of HR compliant investigations through transition to evidence-based investigations/prosecutions of CT cases. Operationally, we understand the challenges that the LAF, ISF and MT face, and are fully cognisant of their sensitivities with regards to access to data. Our approach will be informed by this, ensuring that the LAF/ISF/MT relationship with HMG is not compromised yet our delivery remains effective. We have the benefit of being able to leverage the existing relationships from our CT Investigations Advisor, Andy Rutley, who has the privilege of an office space within the LAF. We will use the Results Framework from this programme to inform the indicators for the IDEA project such as ‘*reported level of quality of the case files according to agreed criteria*’. The Authority will benefit from the longer-term MEL data collection being conducted on this programme that will provide feedback on how the digital evidence training from this requirement is having a longer-term impact beyond the Delivery Phase. Having supported visits from UK judiciary and police, we have been given significant insights into the challenges in CT prosecutions and gaps within the Lebanese prosecutions/judiciary that the UK may be able to support. Working closely with the Evidence Unit and through delivery of our Site Exploitation training, we have developed an understanding of existing gaps in use of digital evidence in CT cases which includes recovery of the items. We are conversant on the risks operating in Lebanon, both from a security and programmatic perspective, and are experienced at identifying mitigating measures suitable for that environment.

*There are clear links between the IDEA Project and the CT Investigations Advisor programme... We understand challenges that LAF, ISF and MT face, and are fully cognisant of their sensitivities with regards to access to data. Our approach will be informed by this, ensuring that the LAF/ISF/MT relationship with HMG is not compromised yet our delivery remains effective.*



As a core deliverable to the Authority, during the Inception Phase we will carry out an in-depth stakeholder mapping and analysis to understand pinch-points, blockers and champions, and will update this every month as a component of the monthly internal review cycle. Our stakeholder mapping methodology determines power dynamics, formal and informal authority structures, incentives, and how key post-holders relate to one another within and across the political landscape. This generates a live and continually updated political picture, enabling the project team to manage and navigate the complex canvases in each jurisdiction, informing every stakeholder engagement and underpinning conflict-sensitive delivery of each activity. This proven approach has **three key benefits**:

- ▶ Ensuring that project decisions are based on the analysis of dynamics, not of actors as static entities. Simple engagement strategies such as ‘inform’, ‘consult’ or ‘empower’ assume generally fixed attitudes and perspectives. By continuously mapping underlying drivers the project team and the Authority will be able to more effectively plan stakeholder engagements based on current circumstances.
- ▶ Maximising project effectiveness by focusing on key influencers who sit at central nodes of the stakeholder network, and who can act to inhibit coherence or break potential deadlock.
- ▶ Leveraging data for adaptation and lessons learning. Stakeholder engagement feeds our evidence base of ‘what works’ to minimise negative blockers, lack of buy-in and unintended consequences.

*In Morocco, we developed a formal strategy for engaging a key quasi-government partner – the Mohamedia League of Islamic Scholars (‘the Rabita’) – which we shared with the Authority to address concerns about the potential negative impact of their involvement in the programme, despite them being a key stakeholder. Specifically, our strategy centred on developing a strong and positive working relationship with the Rabita, ensuring they are appropriately briefed on those aspects of the project the Authority is content for them to be briefed on, and that we are able to continue to use their considerable experience and connectivity across Morocco to help shape the project while ensuring they play a facilitating role rather than a disruptive one.*

**Added value:** this approach will support the UK’s **Political Access & Influence** objectives with each of the beneficiary agencies, ensuring that any access and influence developed by the project team directly benefits Embassy relations with host government entities.

**Managing lack of buy-in through the different phases of the programme:** Whilst we have a very strong track record of relationship management, and high confidence in the success of our approach detailed above – the complex political and institutional landscapes in each of the three countries of operation in will likely present engagement challenges throughout the programme lifecycle. This could be through a shifting focus onto other duties, change in senior personnel or internal political dynamics. Regardless of the reasons, we are highly experienced working in environments with fluctuating levels of beneficiary engagement, and deploy a range of approaches to minimise the risk of any delay to implementation:

- i. Pause delivery in areas where actions may not produce outputs or lead to outcomes; for example: it is possible to populate a training session with beneficiary personnel for the purpose of delivery; but if lack of senior buy-in means they are not the right people, then it is money wasted (our iterative and adaptive planning will ensure resources are appropriately focused elsewhere to ensure programme momentum is not lost).
- ii. Analyse the reasons for reduced buy-in and develop appropriate mitigation measures; in many cases this is about either an individual protecting his or her interests; or a perception of ‘isomorphism’, with lip service paid to western concepts which are not considered useful in practice. Once we understand motivations, tailored mitigations can then be developed.
- iii. Realign delivery with individual and organisational incentives. Our full approach is to support locally led change, but continual adaptation to ensure alignment with current circumstances and pressures is essential.
- iv. If obstacles persist, report clearly and quickly to the Authority, including for discussion of potential UK embassy intervention if the issue is at policy/political level, in line with our risk management processes.

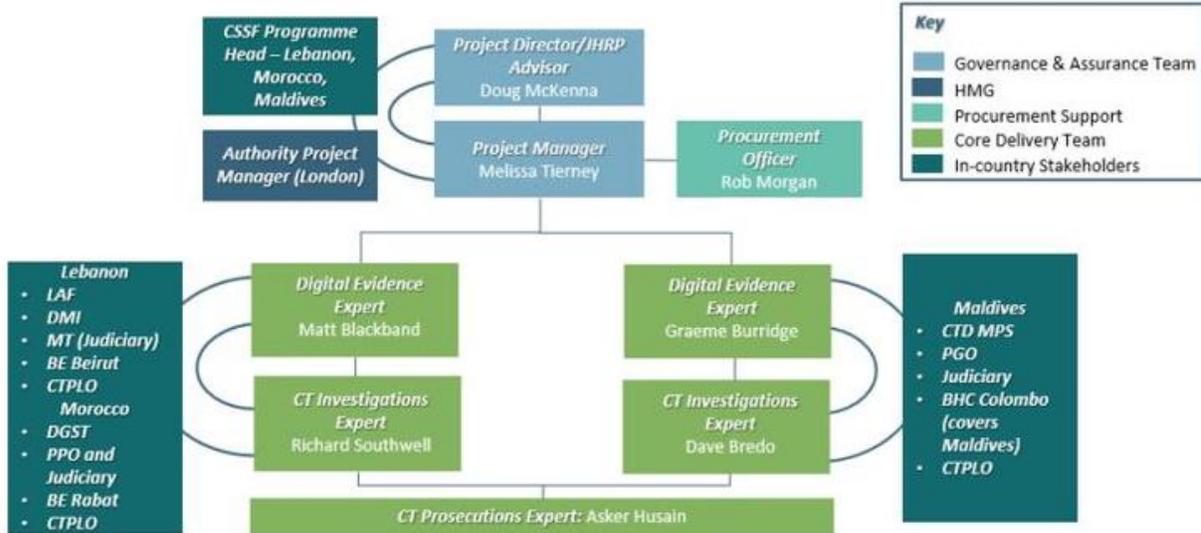
**Recognising the critical importance of cultural sensitivity and intelligence.** Our international team are highly experienced across a wide range of different operating environments and cultures, and Torchlight’s consultancy approach ensures that all delivery works *with the grain* of existing cultural and political norms. We recognise that each country presents a specific cultural environment and that project success depends on awareness of and sensitivity to a range of social, historical and structural factors. In Lebanon, Morocco and the Maldives, it is easy for western interlocutors to run into obstacles through unconscious cultural insensitivity. In particular, seeking to import a foreign way of doing things, presenting a ‘superior’ or didactic demeanor and showing insufficient regard to local ways of doing things can quickly sour relations; although local stakeholders are unlikely to say ‘no’ to project proposals, they can meet with passive resistance. Our cultural sensitivity and intelligence in this project are operationalised through two key competencies:

- ▶ We do not seek to export the ‘British way’, but rather base all planning and delivery proposals on existing practice. Although some of these practices may appear sub-optimal there is without exception a sound logic for existing norms. We therefore take the time to understand that logic, and to work with the grain of local custom, taking an evolutionary approach which co-creates project deliverables with local stakeholders starting with problem analysis and introducing elements and principles of UK best practice in a way which informs thinking and products which are locally owned.
- ▶ Our international advisers all have multiple years of experience operating overseas and are closely familiar with the need to exercise a high level of cultural intelligence. *For Torchlight, the most important consultancy skill is listening*, and we offer consultancy training as well as cultural briefings in advance of deployment. We encourage staff members to learn at least the basics of the local language, including funding group tuition where there is sufficient demand.

*During the inception Phase we will carry out an in-depth stakeholder mapping and analysis to understand pinch-points, blockers and champions... Well, we know what's going to happen to the champions. But what will the blockers face? Will some unexpected event happen to them just like it was with the Lead Prosecutor (GCMC) causing their tenures to come to an end?*

*Although local stakeholders are unlikely to say 'no' to project proposals, they can meet with passive resistance. Actually, there can be no active resistance. If you want to carry on working then you have to cooperate with the British, otherwise your career will simply end.*

To meet the Authority's requirement, Torchlight has assembled a highly competent and experienced blended delivery team for the requirements set out for delivery of the Investigations and Digital Evidence Assistance programme for Lebanon, Maldives and Morocco. Within our team, our experts from across the digital, CT investigations and CT criminal justice sector also have experience in delivering international capacity building. This combination of technical expertise along with inputs from key criminal justice sector experts will be complemented by our extensive CSSF CT programming experience, offering a highly experienced full spectrum solution that also meets all of the prerequisites set out within the SOR to the Authority.



As a benefit to this project, Torchlight has current experience delivering CSSF programmes in Lebanon and Morocco, and throughout South Asia. We maintain well established relationships with the CSSF teams in these locations and work closely with many of its partner nation CT organisations. This includes having our CT Investigations Advisor embedded within the LAF, a key stakeholder within this project. Over the past 8 years, Torchlight has demonstrated its ability to successfully deliver over £35M of UK HMG Programmes on counter-terrorism capacity building, security and justice reform and countering violent extremism (CVE). £12M of these programmes have been successfully delivered within the past two years on the CSSF framework, making us a relevant, reliable and assured delivery partners. We have been fortunate to have been HMG's chosen commercial partner for 6 JHRP style interventions. We will be able to couple our organisational experience with our proven abilities to work with criminal justice system representatives in these complex environments to deliver a fully contextualised solution that embeds international best practice, HR assurance and compliance allied with the integration of a gender and conflict sensitive programming across all aspects of this requirement.

Our core Project Team has over 140 years combined operational experience working across investigations, digital evidence and prosecutions within the UK criminal justice system. They have extensive practical knowledge of the UK legal system, law enforcement practices and technical expertise with regards to use of digital evidence to support investigations and prosecutions specifically in CT cases. They also have experience working with international partners and understand the significant risks and challenges working with confession-based criminal justice systems. Using a blend of highly experienced experts from across digital evidence, CT investigations and CT prosecutions with the proven ability to establish immediate professional credibility, we will be able to deliver to a mixed audience to support increasing both the 'supply' and 'demand' of digital evidence in the criminal justice systems. This will be further reinforced through our ability to provide continuity—our Scoping Teams will be comprised of the same experts who will lead the delivery of training, providing maximum contact time with the end users to build rapport in such a compressed timeframe. The knowledge and operational skills held by our experts in **Detect, Recover and Investigate** digital forensic material reflect the current systems adopted within SO15 Counter Terrorist Command, and reflect the current global threat from Terrorism.

Torchlight also has the benefit of having our CT Investigations, Andy Rutley, working alongside the LAF in Lebanon. Having worked with them since 2018, Andy has a unique understanding of how to work with such a complex organisation. We will coordinate our delivery activities in Lebanon so that Andy can provide additional support as required, which also complements the wider CT initiative that he is leading.

As set out in our Work Plan, this project will be delivered in three phases to achieve full compliance with the timeline set out within the SOR—Inception, Delivery and Exit. The delivery will take place in three jurisdictions, but we will ensure that all three phases will be intrinsically linked, with the Inception directly shaping the Delivery which will then in turn inform the Exit. Included as part of the Exit phase, there will be bespoke individual plans for sustainability—it is important that any immediate HMG investment in capability development is sustainable and will endure following the conclusion of the project delivery. We will have two full teams available for the Inception and Delivery—this provides us with flexibility to delivery activities concurrently in different locations or, as required by the Authority, we can accelerate the Delivery phase so that some of the activities such as equipment procurement can be initiated prior to the completion of the full scoping. The project will be entirely delivered by Torchlight with no components subcontracted. A detailed workplan, including breakdown of activities, milestones, days and resources over the three years is given in the attached Excel workbook.

**Inception Phase (October to December 2019):** The objective of the Inception Phase is to gather all the relevant information required to develop a fully costed implementation plan, outlining the benefits of the solutions proposed for approval by the Authority. **Team:** *Matt Blackband (Scoping – Morocco and Lebanon) – 16 days; Richard Southwell (Scoping – Morocco and Lebanon) – 14 days; Graeme BurrIDGE (Scoping – Maldives) – 8 days; Dave Bredo (Scoping – Maldives) – 7 days; Melissa Tierney (Project Management) – 4 days.*

**Project Management:** During the Inception, Torchlight’s project team will engage with the Authority Project Manager in preparation of the scoping. A thorough review of the initial capability assessment reports produced by the in-country CTPLO’s will be conducted, enabling our Scoping Teams to develop strategies that will be used to baseline end user capabilities. Matt and Richard will produce strategies for Morocco and Lebanon; Graeme and Dave will produce a strategy for Maldives. These strategies will be shared with the Authority for agreement. We will also consult with the Authority Project Manager to develop and agree a stakeholder engagement plan—this will inform the communication plan to coordinate the delivery of our activities. Melissa will set up project financial management protocols and agree budget and reporting requirements with the Authority Project Manager. A delivery schedule will be agreed. The MEL plan will be refined.

**Output 1 - Three reports detailing the functional and technical needs in each country:** A scoping of digital evidence capabilities will take place in each country using the *‘Preparation - Strategic Engagement - Baseline Workshop - Site Visit - Verification Workshop’* process detailed in 1.2.5. Using two teams, each team will be led by a Digital Evidence Expert with support from a CT Investigations Expert. Graeme and Dave will conduct the scoping for Maldives; Matt and Richard will conduct the scoping for Lebanon and Morocco. Following initial in country meetings with the embassy, we will scope and analyse beneficiaries’ current capability in the areas of digital evidence exploitation, cyber security and interagency coordination with a focus on the examiner-investigator and examiner-prosecutor relationship. We will assess current practices/procedures and identify relevant local legislation with regards to digital evidence. We will conduct an inventory of the software/hardware available, including what versions of software are in use. We will meet with members of the prosecution and judiciary departments to better understand the challenges that exist in using digital evidence in court. The findings will be used to develop bespoke solutions for each country including training and equipment needs for delivery under this project.

**Output 2 - A supply market analysis including suggested solution options with supporting justification:** Following the needs analysis, Melissa will engage with suppliers to conduct a market analysis of the solution options that will address the requirements. Our Digital Experts have extensive experience using these tools first-hand and will be able to make recommendations on specific equipment that will be needed to improve the end users’ capacity. Having been the head of SO15’s Digital Unit until 2018, Graeme possesses very recent operational experience and will advise on the equipment selection for all countries. He will use his current knowledge to identify the best equipment on the market to meet the requirements. To support sustainability, we will explore options for technical support until 2021. We will also, where possible, research options for local supply delivery and maintenance. Experienced at equipment procurement, Melissa will negotiate to achieve value for money, passing on any discounts to the Authority. Options for shipping will also be explored—this also includes shipping through diplomatic channels upon instruction of the Authority. Due diligence checks will be conducted on all potential suppliers. We will use a points-based assessment criterion to analyse VFM and sustainability in addition to functionality. A fully costed list of recommendations with justifications for each line item will be included in the country reports along with the findings from the scoping. **MILESTONE 1 – Proposed delivery plans for each country submitted.**

**Output 3 - An implementation plan agreed with stakeholders in each country:** Graeme, Dave, Matt and Richard will develop implementation plans for each country with identification of the recommended equipment along with a plan for development of the capability through training. This will be provided to the Authority Project Manager for approval in the first instance. As the final day of the in-country scoping will involve the Verification Workshop where our experts will work with the end users to develop and test the solutions, this will enable direct beneficiary inputs into the design of the solutions. This is intended to secure buy-in from the outset. This means that the implementation plans that we propose to the Authority Project Manager will reflect the inputs from the end users, greatly improving the chances for quick approval of the plans. **MILESTONE 2 – Implementation plan agreed with stakeholders.**

**Delivery Phase (December 2019 to March 2020):** The purpose of the Delivery Phase is to implement the solutions agreed and collect evidence of the impact. **Team:** *Matt Blackband (Training and Installation – Morocco and Lebanon) – 37 days; Richard Southwell (Training and Installation – Morocco and Lebanon) – 35 days; Graeme Burrige (Training and Installation – Maldives) – 18 days; Dave Bredo (Training and Installation – Maldives) – 17 days; Asker Husain (Training – Morocco, Lebanon, Maldives) – 9 days; Melissa Tierney (Procurement and Project Management) – 8 days; Rob Morgan (Procurement Officer) – 6 days.*

**Project Management:** Throughout delivery, we will regularly test, assess and adapt project management and governance mechanisms in liaison with the Authority Project Manager. Reports will be submitted in accordance with the agreed reporting schedule. Routine communication will also be maintained through electronic means and meetings. MEL data will be gathered and analysed.

**Output 4 - Solution implementation:** Upon agreement of the procurement plan, Rob will raise and issue purchase orders to initiate the purchase process. End user certificates and export licenses will be applied for, as required. A confirmation of delivery lead times will be confirmed at the earliest opportunity to allow for coordination with the delivery of the training courses. Engagement with the local Authority representatives in-country will be made through the Authority Project Manager to prepare for shipment of the consignments to the respective posts. Rob will conduct inspections of the shipments as required. He will provide regular updates to the Authority Project Manager on the status.

**Output 5 - Delivery of all training requirements including documentation:** Preparation for training materials will be initiated upon agreed of the implementation plans for each jurisdiction. Each training module will be bespoke, driven by the needs analysis conducted during the scoping. Graeme and Dave will develop the training for Maldives, with input from Asker; Matt and Richard will develop the training for Lebanon and Morocco, with input from Asker. Any materials that require translation will be provided to the Authority at the earliest opportunity. Handbooks will be developed as leave behind reference guides for participants. These will include guidance on use of the equipment, troubleshooting information and policies. The trainings will be designed to upskill digital evidence capabilities and also equip the wider criminal justice stakeholders with a basic understanding of digital evidence. The training courses will be delivered in accordance with the agreed delivery schedule. As a precursor to the training modules, Graeme and Matt will lead on the installation of equipment at each site. They will provide informal training as they set up the equipment, maximising the contact time with the end users to make them productive learning opportunities. **MILESTONE 3 – Completion of training delivery.**

**Output 6 - Provision of new policies to support the solution:** Throughout delivery, there will be emphasis on improving key policies in line with the increased capabilities. These policies will be designed to provide guidance to the digital examiners in use of the equipment to meet evidential standards. Implementation plans will be discussed with each end user to identify how best to embed the new policies within their workplaces. A basic electronic evidence logging system will be introduced during the training, and guidance on its use (including how to maintain version control, how to conduct back-ups, etc).

**Exit Phase (March 2020):** During the final 3 weeks of March, a Lessons Learned Workshop will be run, and the Project Completion Report will be submitted, outlining the sustainability aspect of this project. **Team:** *Doug McKenna (Workshop) – 1 day; Matt Blackband (Workshop and Report) – 5 days; Dave Bredo (Workshop and Report) – 3 days; Richard Southwell (Report) – 4 days; Graeme Burrige (Report) – 2 days; Asker Husain (Report) – 3 days; Melissa Tierney (Project Management and Report) – 3 days.*

**Lessons Learned Workshop:** Project Director, Doug McKenna, will lead a 1-day workshop in London to discuss lessons learned from across all three deliveries. Supported by members from the delivery teams in each location, this will offer a valuable opportunity to share their experiences working with the end users and discuss challenges faced. This will facilitate an exchange of ideas on what works and what does not work and will be included in the Project Completion Report.

**Project Completion Report:** All final invoices will be issued to the Authority so that a full financial reconciliation can be conducted and included in the project completion report. All MEL data will be collected, analysed and reported on with recommended indicators that can be used to collect information in future about longer term impact. The report will also contain a comprehensive summary of the delivery activities, including observations from our delivery teams and their expert recommendations for future programming. Within the annex, there will be a list of the equipment with warranties, expiry dates and manufacturer details. A sustainability plan will be included, identifying the specific activities that are expected to continue following completion of the project and recommendations for additional activities that will support sustainability. Lessons learned from the workshop will be identified with proposed solutions for addressing any deficiencies in future. All training materials and aide memoirs will be provided in softcopy format. **MILESTONE 4 – Project Completion Report submitted.**

Complete Torchlight *CSSF Lebanon, Morocco and Maldives - IDEA Project*.

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([https://anonfiles.com/v4N7h755pb/Complete\\_Torchlight\\_CSSF\\_Lebanon\\_Morocco\\_and\\_Maldives\\_-\\_IDEA\\_Project\\_rar](https://anonfiles.com/v4N7h755pb/Complete_Torchlight_CSSF_Lebanon_Morocco_and_Maldives_-_IDEA_Project_rar))

Next, we show you HMG's propaganda programme conducted under the cover of counter Daesh influence in the refugee camps of the Palestinians in Lebanon. Since HMG considers the programme extremely dangerous, we will not show you the complete Statement of Requirements but only some parts of it.

ATTACHMENT 02 ITT 2348

## **C-DAESH COMMS CAMPAIGN LEBANON – STATEMENT OF REQUIREMENTS**

### **INTRODUCTION**

1. The UK Government (HMG) has a key objective to safeguard Britain's national security and support our regional partners in defeating Daesh (also known by the terms ISIS, ISIL and Islamic State).
2. We are seeking proposals for a three year communication project in Lebanon that will form part of a wider package of projects by HMG departments. This work is commissioned by the Global Coalition Counter-Daesh Communications Cell in order to undermine the reputation of Daesh and strengthen the resistance of individuals and communities to its influence in Lebanon.
3. The material contained within this document is sensitive. Please only share it within your organisation, and only with those persons who need to see it in order to implement the project. Please do not share it outside your organisation without our prior consent. You may only speak about the requirement in general terms when seeking local partners to deliver the requirement – you may not mention that the client is HMG. You must seek our prior consent before discussing this requirement with foreign governments. Any printed copies should be handled carefully, and treated as you would a commercially sensitive document, including when being destroyed. Emails and other electronically held files must be securely held, and a secure server used wherever possible. All implementer IT must have up-to-date encryption installed.

49. **Confidentiality and publicity.** The implementer is not permitted to advertise or speak publicly about their work without written permission from the HMG Campaigns Manager. This will be enforced by a Non-Disclosure Agreement.

52. **Budget.** Planning should seek to deliver a solution for between £1.2m – 1.5m (project is VAT exempt (Outside Scope)) over c.33 months (01 Jul 18 – 31 Mar 21). Monthly invoicing and payment will be made against actuals documented in a supporting financial report. Payment may be withheld by the FCO if reporting is not received from the implementing partner in line with Para 47, or if significant milestones are not reached throughout the life of the project. HMG reserves the right to request an internal audit of the implementing company during the campaign, for which HMG will pay. HMG reserves the right to terminate the contract at the end of FY1819 or FY1920 should the implementer not be delivering as desired, or should HMG funding cease.

**Torchlight's bid.**

Pay special attention to the reputational risks:

<p>Reputational risk.</p>	<p>The sensitive nature of this project can potentially put Torchlight and the Authority into a situation where inappropriately framed publicity of any sort, actual or fictitious illicit activity are connected to our delivery. This may require extraction from the project for a protracted period or the transfer of delivery to another organisation due to the potential stigma associated with the implementing partner.</p>	<p>2</p>	<p>Moderate</p>	<p>Torchlight will maintain constant vigilance throughout its delivery and interaction with stakeholders to ensure any evidence or rumours of activities such as Human Rights violations are identified, scrutinised and managed through official chains to either prevent leakage of fictitious information or ensuring that the perpetrators are identified and held to account. <b>At no stage will we disclose HMG involvement in this programme.</b></p>
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Upon examining the SoR Torchlight comes to the conclusion that this high level of secrecy is caused not by the threat from Daesh but by potential risks to the reputation of HMG.

***At no stage will we disclose HMG involvement in this programme.***

The question is, given that Daesh is the unconditional evil, why do HMG officials take so much pains to conceal that they allocated 1.5 million GBP for the holy informational war against the jihadist ideology? Why is Downing Street ashamed of it? Isn't it because those counter Daesh operations are in fact only a pretext to get access to the Palestinian refugees?



<p><b>1.1.4 (1.4)</b></p>	<p><b>Duty of Care.</b> The implementer will hold the duty of care responsibility for project staff, project security and, where applicable, individuals who input into/appear in project communication products.</p>	<p><b>Pages: 2</b></p>	<p><b>Points: 75</b></p>
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**Duty of Care and Safeguarding.** Torchlight fully understands and accepts the Duty of Care and Safeguarding responsibilities it bears for employees, subcontractors, agents and third parties affected by our activities. These obligations are taken seriously and with 7 years' experience, including the *safe delivery of over 18,000 days in Fragile and Conflict Affected States (FCAS) and complex environments such as Lebanon, Pakistan, Afghanistan and Iraq*, we have developed clear processes and procedures to ensure we address these responsibilities effectively. We have layered proactive initiatives including: formal and dynamic risk assessment and mitigation; detailed property and site security plans; secure and effective communications; working in close partnership with the Authority and all stakeholders; appropriately assessing and equipping staff; providing appropriate and ongoing training / briefings; and continually honing, testing and enforcing our comprehensive Company Operating Procedures, which keep management of risk as a central tenet throughout. Torchlight has developed a series of ISO 31000 and PAS 3001 compliant procedures which are all underpinned by Torchlight's ISO 9001:2015 certified management processes and procedures to govern our obligations.

**Local/Regional Risk Factors.** Lebanon presents a diverse security environment with various security issues including terrorism, cross-border conflict, crime and political instability. Terrorism currently poses more of an incidental than a direct risk to foreigners, with most attacks targeting personnel and facilities associated with the Shi'a Muslim movement Hezbollah, Shi'a civilian areas and occasionally politicians. There is a low, but credible risk of attacks targeting Westerners, primarily from Syria-based Islamist

extremist groups, most prominently Islamic State or 'Daesh' and the AQ affiliate Hay'at Tahrir al-Sham (HTS). Palestinian refugees represent an estimated 10% of the population of Lebanon. Around 53% of the Palestinian refugees in Lebanon (around 450,000) live in the 12 recognised refugee camps. The ongoing conflict in Syria has forced many Palestinian refugees from that country to flee to Lebanon in search of safety. Most Palestinian militancy in Lebanon is confined to these camps.

Islamist context within Palestinian Refugee Camps (PRCs). The Palestinian Islamist scene in Lebanon is multifaceted, with a number of extremist groups operating within PRCs such as *Asbat al-Ansar*, *Jund al-Sham*, and *Fateh al-Islam*. There are a few, well-known, cases in which Salafist armed groups from camps have carried out cross-border attacks, or attacks on the Lebanese Armed Forces (LAF) and Internal Security Forces, which were coordinated with external armed groups such as Jabhat al-Nusra (now HTS). However, Salafi Takfiri Jihadist ideology has not traditionally been a driving force in the conflict in Palestine which, despite a surge in Salafi Islamism over the past eight years, has been largely secular. Nevertheless, Daesh has long-deployed narratives which use the treatment of Palestinians and the crisis in Palestine to manipulate supporters towards the terror group. Following the organisation's initial declaration of its so-called Caliphate, its leader, Abu Bakr al-Baghdadi, listed the countries where Muslims were under attack who could expect Daesh's support – this included Palestine. Daesh has also released materials directed specifically at the 'People of Palestine' in which it urges all Palestinians to be assured that Daesh is fighting in their interests and supports their 'jihad'. Torchlight maintains strong connections into LAF Intelligence – who are officially mandated to administer and police the camps – through our own ongoing security programmes in Lebanon, as well as through the local NGOs with which we are partnering on this project, which operate in all 12 of the PRCs and have excellent relationships with both the LAF and the various militias that have a presence in the camps and have existing access permits in place. We also maintain strong networks within the international NGO community, including with Field Security Officers at UNRWA. While in the camps, we will ensure our project team are accompanied by local NGO staff who are familiar with the camp, its people and protocols, at all times. We are acutely aware of the potential threats of violent backlash towards beneficiaries as a result of perceptions around this programme, and have appropriately mitigated these in the design as described Sections 1.2.1 and 1.5.1.

Cyber Threat. The cyber threat constitutes the second greatest risk, either in the form of a targeted operation by state actors, extremist or criminal groups, or indirectly because of malware infected software/hardware, which is prevalent in Lebanon. In this case, since there is a clearly defined threat and likelihood of cyber-attack, as well as the need to share sensitive personal and operational data across international borders we will ensure that a robust Information Security Management System is employed and fully understood and utilised by our project staff and implementing partners. Education, training and continued vigilance remain the best methods of reducing this risk. *Value Add: As a leading cyber resilience partner to governments and organisations across the globe, Torchlight will provide cyber security training to all project staff and implementing partners in the safe use and maintenance of IT, communications and social media platforms prior to and during the project lifecycle through CybSafe™, our proprietary, GCHQ- and IISP-accredited eLearning platform.* In addition to engagement with the Authority, we will constantly monitor alternative risk management sources for emerging technical threats to help inform and influence project activity.

Competent Staff and Effective Procedures Leading to a Realistic Duty of Care Plan. Torchlight has an operational team with in excess of 190 years of experience from a range of relevant public and private sector backgrounds. These individuals are suitably qualified and experienced in assessing and implementing appropriately informed, contextualised and effective Duty of Care and Safeguarding planning, risk identification and management. This experience has been used to develop exhaustive Standard Operating Procedures (SOPs), tailored to the specific environments we operate in, including Lebanon. These SOPs form the framework for our Duty of Care Plan whose core elements include: Operational Instructions, Communications Strategies, Medical Evacuation Plans, Critical Incident Management Plans, Evacuation Plans, Insurance Cover, Mandated Training (SAFE and SAFE Plus). As part of our continuous improvement model, these plans are regularly updated and are signed off at Torchlight Group Board Level, where Duty of Care and Safeguarding oversight is owned.

*Torchlight maintains strong connections into LAF Intelligence - who are officially mandated to administer and police camps - through our own ongoing security programmes in Lebanon, as well as through the local NGOs with which we are partnering on this project, which operates in all 12 PRCs and have excellent relationships with both the LAF and the various militias that have a presence in the camps and have existing access permits in place.*



		Risk Matrix				
		1	2	3	4	5
Impact	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5

Understanding and Managing Risks to Staff, People and Projects. We identify, monitor, assess and manage risk continuously, drawing on multiple sources of contemporaneous and historical information, including; FCO guidance and alerts, our own in-country networks, local partners and suppliers, regional managers, corporate experience, in-house analysts and professional risk management consultancy services. This consolidated approach ensures that Torchlight's bespoke plans and security strategies are informed by a comprehensive suite of relevant policies, contexts and information feeds, and that contextually appropriate and responsive contingency plans can

Likelihood	
Key	
Low Risk	
Moderate Risk	
High Risk	
Extreme Risk	

be implemented in a timely and effective manner. In developing our risk assessment, we include factors that could have an impact on the safety and well-being of our personnel and sub-contractors, project stakeholders and beneficiaries, as well as those that could impact our successful project delivery. We consider policy, political, security, infrastructure and environmental factors. Following best practice, we prioritise risk in terms of the multiple of the 1-5 scored likelihood and impact it could have on our dependants and the project. We mitigate where appropriate, and formally monitor indicators of a risk being manifested, and manage them accordingly, as illustrated in the table, left.

**Monitoring Risk to Our Staff.** As part of our continuous management of risk, projects and performance we implement a process of monitoring our staff, commensurate with our risk management plan. This includes:

- ▶ Daily communications – especially for lone workers, and those in areas of risk;
- ▶ Regular communications – daily / weekly for teams;
- ▶ Regular video or physical meetings – to confirm wellbeing of team and identify any risk that has gone unnoticed;
- ▶ 24-hour hotline – Torchlight maintain a manned emergency phone which can be contacted 24/7.
- ▶ Should the situation dictate, we have the facility to implement 24/7 GPS-based tracking of personnel through our Crisis Management partner Northcott Global Solutions Ltd – NGS - (<http://www.northcottglobalsolutions.com/tracking>).

**A Collaborative Approach – Extending our Duty of Care to Include our Supply Chain.** As we design and implement projects, we take responsibility for all personnel working on and for our projects, and adopt an open, transparent, and shared approach to both the planning and delivery of all activities. This includes the early sharing and collaborative agreement of Security Plans such that all participants understand the risks and contingent plans. We collaboratively review and refine these plans and reassess as necessary. If not already provided by subcontractors for their own staff, then we will extend our insurance policies to cover all aspects of the project and personnel. This could include K&R insurance for high risk countries, as necessary.

**Assurances to HMG.** Torchlight adheres to a proactive strategy that engages a full range of stakeholders, continually evaluating the threats and their potential impact on risks in light of programme outputs. In addition to our formal monthly project-specific reviews, our log frame, Risk Matrix (see Section 1.5.1) and work plan will be continually reviewed throughout the project by our Programme Manager, to highlight any risks, opportunities or significant changes, enabling us to maintain situational awareness, keep staff fully informed and adjust security measures accordingly. These will be regularly communicated to HMG project managers using a RAG security dashboard. We will report on all project staff who undergo our pre-deployment Hostile Environment Awareness Training (HEAT). Using Threat/Risk monitoring, newsfeeds and local information, we will monitor the security situation and liaise with the Authority and End User clients regarding threats/risks on route, on-site and in the vicinity of project focused sites. We encourage observation or participation by HMG project managers as a further means of re-assurance

- ▶ **Email Security.** As part of Torchlight’s normal business, we manage the passage, storage and management of sensitive data through Switch Secure Email and File Transfer. Egress Switch is a UK-based software company and is recognised by CESG’s Commercial Product Assurance for sharing data at OFFICIAL-SENSITIVE. This resource can be managed on all devices, including IOS, Android and regular PCs and Apples, and utilises FIPS 140-2 encryption. Data can also be shared with one-time users for free with tokens that are sent with the secure email thus providing a versatile and effective secure communication system.
- ▶ **Secure Document Management.** Further to effectively managing the security of emails, we also use Switch Secure Workspace. This is also a secure application produced by Egress and assured by CESG for Availability, Confidentiality and Integrity of the project information. It allows the secure production, management and sharing of project documents up to SECRET. We will manage the access control and administrative rights to this web space and be able to set up and remove users as they are required to use the space, as well as set up secure and shared work spaces with other stakeholders for short- or medium-term duration as the project dictates. Movement and onward dissemination of any information is also strictly controlled.
- ▶ **Cyber Security Awareness Training.** We will ensure all personnel with access to project communication devices are trained and made aware of the Cyber security threat and how to manage it. This will include using **CybSafe**, our internationally recognised, GCHQ-accredited web-based Cyber Awareness Training tool. Torchlight developed this online tool which will be employed to inform and train the users in ensuring data is stored, shared and managed correctly; how to recognise cyber threats and attacks; how to respond and report on them; and how to manage personal and physical security of their devices.
- ▶ **IT Security.** All Torchlight devices are protected by Microsoft’s BitLocker disk encryption. This is a fully supported mechanism of locking down hard drives at rest, maintaining the confidentiality of the device if it is mislaid, lost or stolen. In addition to this, mobile devices are managed with Meraki Mobile Device Management, which allows us to centrally manage company mobile devices across the globe, enforcing security policies, deploying software and applications safely, live troubleshooting and remote data wipes of devices if lost or compromised.



1.2.1 (2.1)	Concept and Methodology - How will you deliver this project to meet the required outcomes?	Pages: 8	Points: 200
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Our **hyper-local, women-led, research-driven, iterative and sustainable** solution will be delivered by a project team that is led by the former Cross-Government Lead for Syria, Iraq and Counter-Daesh Communications at the UK FCO, and includes **nine** Lebanese and Palestinian partner organisations – three of which are wholly focused on delivering development programmes in each of the

12 refugee camps (PRCs) in Lebanon – supported by a Panel of Experts that include internationally recognised authorities on Daesh and the threats of violent extremism. Our solution is underpinned by Torchlight’s successful track record of providing a range of support to HMG on sensitive capacity building projects in Lebanon and across the region, and presents a fully compliant, resilient, flexible and *added value* programmatic response to this requirement.

Our project team’s collective expertise spans counter violent extremism (CVE), research and analysis, advocacy, strategic media and communications, content development and sustainable capacity development, with demonstrable experience of delivering over 50 targeted CVE campaigns across the MENA and East Africa regions, including developing the strategy behind the largest CVE network in the world: Families Against Terrorism and Extremism. 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 our robust, participatory, conflict- and gender-sensitive approach.

Further emphasising the *significant, enduring benefit* of our approach, Torchlight is partnering with the following local organisations to support the delivery of this programme and achieve lasting impact. Given their existing footprints in the camps, and access to the Target Audience, each of these organisations will play a critical role in securing permits, as well as the selection and recruitment of participants for our skills workshops, designed to develop **credible alternative pathways** to violent extremism.

- ▶ **Jafra Foundation:** A non-partisan, secular organisation headquartered in Beirut and founded in Yarmouk Camp in late 2002. Jafra focuses on developing opportunities for young Palestinians and providing emergency support to refugee communities. Jafra has access to former terrorist fighters (FTFs) whose testimonies will be deployed in the programme, and will also advise on Palestine and Palestinian norms and values.
- ▶ **Palestinian Human Rights Organisation (PHRO):** Works to protect and defend the rights of Palestinian refugees in Lebanon by monitoring and documenting Human Rights violations, providing Human Rights education and raising awareness, and advocacy, dialogue and conflict resolution support. PHRO will lead in the design of the curriculum for the skills workshop and ensure seamless delivery across all camps.
- ▶ **Palestinian Refugee Portal (PRP):** A Palestinian refugee-run media platform based in Mar Elias refugee camp in Lebanon. PRP aim to secure international media attention for the humanitarian situation of Palestinian refugees around the world, and also run a magazine for Palestinian refugees. PRP will play a key role in understanding the information environment of Palestinian refugees, provide opportunities for engagement and influence, and contribute to mentoring and skills exchange projects.
- ▶ **Statistics Lebanon (SL):** Highly experienced in delivering large-scale quantitative and qualitative research projects, including on Daesh communications and Palestinian refugees for UNRWA, UNICEF, World Bank and the Lebanese government. Through our In-country Research Lead, SL will drive the research components of our programme, supported by our Expert Panel.
- ▶ **Quantum Communications:** A strategic communications, media, and advisory firm headquartered in Beirut. Quantum has designed and led strategic communications campaigns for the Lebanese Armed Forces, ISF and GSD, as well as the Presidency of the Council of Ministers, with over a decade of experience executing P/CVE programmes in Lebanon and elsewhere across the region. Quantum will act as our content production hub and convener of all partners, leading in-country activity.
- ▶ **Peace Labs – The Lebanese Group for Transforming Conflicts:** Aims to empower Lebanese communities to address conflicts non-violently and creatively to prevent violence. As a track-2 organisation, Peace Labs provide the link between the local/grassroots communities and national/policy-makers. Peace Labs will design and deliver the training on Dialogue and Conflict Prevention in the skills workshops.
- ▶ **Samir Kassir Foundation (SKF):** Aims to promote cultural freedom and free thought through conferences, specialised seminars, and an annual art festival to defend press freedom, as well as monitoring and documenting violations perpetrated against journalists and media professionals. SKF will design and deliver the skills workshops curriculum on Media Ethics.
- ▶ **Lebanese Development Network (LDN):** Dedicated to assisting individuals, communities and institutions to build their capacities on Advocacy and Awareness, Citizenship, Democracy and Civic Rights, Development, and Education. LDN will design and deliver the training on Leadership, Argument Construction and Public Speaking in the skills workshops.
- ▶ **Amnesty International:** The Beirut team focuses on Human Rights research, campaigning, and media and advocacy work. Currently working with the Target Audience across Lebanon, Amnesty will design and deliver the training on Advocacy and Outreach in the skills workshops.



*Added benefit: Established - Orientated - Networked:* We have the existing platform, connectivity, subject matter expertise and familiarity with the operating environment in Lebanon and the PRCs to enable us to quickly orientate ourselves to the ground upon award. Through HMG projects delivered in Lebanon by Torchlight, and those run by our local implementing partners, we maintain strong relationships with the Intelligence Branch of the LAF, who are responsible for administering the camps, as well as

with the various militias that have *de facto* control over the camps themselves. Furthermore, three out of four members of our core project team have worked directly for the UK Government in the past – including with the Counter-Daesh Coalition and Communications Cell – and are highly familiar with HMG programmes and expectations, reducing risks and ensuring immediate connectivity and orientation.

**Understanding and Insight – target audience/media landscape:** Our In-country Research Lead, **Samia Jouzy**, has worked in a variety of roles in Lebanon for over 25 years, including leading large-scale, highly relevant research projects on behalf of the United Nations Relief & Works Agency for Palestine Refugees in the Near East, UNRWA, and media monitoring for Martpoint, a regional quantitative and qualitative research agency in Beirut. Expert Panel member **Charlie Winter**, a Senior Research Fellow at the International Centre for the Study of Radicalisation, provides internationally recognised leadership on the understanding of Daesh and its narratives and recruitment efforts, alongside our Lebanese partners, **The Jafra Foundation**, and the **Palestinian Human Rights Organisation**, which work at grassroots-level to develop opportunities for young Palestinians in Lebanon and regularly engage with former terrorist fighters whose testimonies will be deployed in this programme.

**Strategy and Planning:** Our Programme Lead, **Alicia Kearns**, previously served as Cross-Government Lead for Syria, Iraq and Counter-Daesh Communications at the UK FCO where she was responsible for communications on Syria in Lebanon and cross the MENA region, and advised the Global Coalition Against Daesh. She has also led CVE projects across the region, including developing the strategy behind the largest CVE network in the world: Families Against Terrorism and Extremism. **Jasmine El-Gamal**, who will lead our programming efforts on the ground in Lebanon, brings over 12 years' experience in the field of national security as previous Country Director for Lebanon, Syria and Iraq for the US Department of Defense, Acting Chief of Staff for the Deputy Assistant Secretary of Defense for Middle East Policy, and as a translator and cultural advisor in Iraq during the initial stages of Operation Iraqi Freedom. Living in Beirut, she serves as a Senior Fellow at the Atlantic Council and as a Principal Consultant at Quantum, our content partner. **Alex Johnson**, Torchlight's Regional Manager and a former Crown Servant, will also sit as a member of our Expert Panel. Based in Amman, Alex has extensive experience of scoping, designing and implementing sustainable CT and CVE programmes, speaks fluent Arabic and French, and has studied Islamic Jurisprudence (*Fiqh*), Comparative Religion and Religious Extremism at academic institutions in Lebanon, Syria and Egypt.

**Content Coordination and Content Creation:** Expert Panel member **John Cecil-Wright** previously ran the UK team at Breakthrough Media responsible for delivering over 30 targeted CVE campaigns on behalf of the UK Government. He is an expert at supporting target audiences in creating meaningful content which delivers measurable effect, and building the capacity of organisations to create content themselves, most recently running programmes in East Africa to tackle the drivers that lead vulnerable young people to become radicalised. He will provide the strategic content direction to our Lebanese content production hub **Quantum Communications**. Quantum has over a decade of experience executing P/CVE programmes in Lebanon and elsewhere across the region on behalf of the Lebanese, Jordanian, Iraqi, and US governments. Other members of our Expert Panel include **Abdul Hye Miah**, a former Metropolitan Police Special Branch Officer and expert in former terrorist fighters and Salafi takfiri jihadist narratives, and **Elizabeth Pearson**, Associate Fellow at the Royal United Services Institute (RUSI), both of whom are experts on Daesh and will provide significant input into the creation of content to ensure it is both appropriately targeted and does not reinforce ideological or political statements that are contrary to our goals or those of the Authority.

**Capacity Building and Sustainability:** Our M&E Expert, **Rebecca Emerson-Keeler**, was previously Head of Coalition Capability Building on CVE Communications at the UK-led Counter-Daesh Coalition where she led projects to support Coalition partners, including delivering a programme working with religious leaders in Lebanon. **Alicia Kearns** brings significant expertise in building the capacity of CSOs, governments and international organisations to deliver effective CVE interventions, including 65 members of the Global Coalition Against Daesh, and as an advisor to the EU Radicalisation Awareness Network, providing training to over 60 CVE organisations and governments.

**Production, Delivery, Dissemination and Amplification:** Headquartered in Beirut, our content partner, **Quantum**, has designed and led strategic communications campaigns for the LAF, ISF and the GSD, as well as the Presidency of the Council of Ministers. Quantum is highly familiar with the Palestinian context and has the experience and expertise to navigate complex informational environments unfamiliar to conventional communication practices, devising programmes expertly underpinned by culturally-sensitive messaging to transform perceptions and behaviours of opinion leaders and audiences at large. Supporting Quantum, **John Cecil-Wright** has extensive experience of deploying a wide range of channels for the distribution of messaging, including web, mobile, SMS, social media, television, radio, print, events and local and international press.

**Positive Alternatives to VEO Pathways:** Our project focuses on equipping the Target Audience with the skills, tools and exploration of critical thinking skills to be able to identify negative pathways, turn against them, and not only follow, but create their own positive, alternative pathways for themselves and their peers. Our team has experience working directly with vulnerable child refugees and Palestinian communities, specifically **Wissam Sabaaneh** who founded the grassroots organisation **Jafra** in Yarmouk Camp in Syria, **Alicia Kearns** who worked in refugee camps in Greece, and **Khadije Nasser** who has managed projects focused on steering young people in vulnerable communities away from crime and towards positive, alternative pathways.

Strong relationships with militias that have de facto control over the camps. Why do the British need to maintain contact with militias in the camps?

Here are some details about the project-team and local partner NGOs that help HMG secure access to the refugees:

<b>1.4.1</b> <b>(4.1)</b>	<b>Project Team. Who will make up your project team?</b>	<b>Pages: 4</b>	<b>Points: 50</b>
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Our **hyper-local, women-led, research-driven, iterative and sustainable** solution will be delivered by a project team that is led by the former Cross-Government Lead for Syria, Iraq and Counter-Daesh Communications at the UK FCO, and includes **nine** Lebanese and Palestinian partner organisations – *three of which are wholly focused on delivering development programmes in each of the 12 refugee camps (PRCs) in Lebanon* – supported by a Panel of Experts that include internationally recognised authorities on Daesh and the threats of violent extremism. Our solution is underpinned by Torchlight’s successful track record of providing a range of support to HMG on sensitive capacity building projects in Lebanon and across the region and presents a fully compliant, resilient, flexible and *added value* programmatic response to this requirement.

Our project team’s collective expertise spans counter violent extremism (CVE), research and analysis, advocacy, strategic media and communications, content development and sustainable capacity development, with *demonstrable experience of delivering over 50 targeted CVE campaigns* across the MENA and East Africa regions, including developing the strategy behind the largest CVE network in the world: Families Against Terrorism and Extremism. Furthermore, *three out of four members of our core project team have worked directly for the UK Government in the past – including with the Counter-Daesh Coalition and Communications Cell* – and are highly familiar with HMG programmes and expectations, offering the valuable *added benefit* of reducing the risk associated with partnering with unknown entities. Full CVs for each individual are provided in Section 1.4.2.

**Programme Lead. Alicia Kearns** previously served as Cross-Government Lead for Syria, Iraq and Counter-Daesh Communications at the UK FCO where she was responsible for communications on Syria in Lebanon and cross the MENA region, and advised the Global Coalition Against Daesh. She has also led CVE projects across the region, including developing the strategy behind the largest CVE network in the world: Families Against Terrorism and Extremism. Alicia also brings significant expertise in building the capacity of civil society organisations (CSOs), governments and international organisations to deliver effective CVE interventions, including 65 members of the Global Coalition Against Daesh, and as an advisor to the EU Radicalisation Awareness Network, providing training to over 60 CVE organisations and governments.

- ▶ Alicia will provide strategic oversight and leadership of the entire programme.

**In-country Project Lead. Jasmine El-Gamal** brings over 12 years’ experience in the field of national security as previous Country Director for Iraq, Lebanon, and Syria for the US Department of Defense, Acting Chief of Staff for the Deputy Assistant Secretary of Defense for Middle East Policy, and as a translator and cultural advisor in Iraq during the initial stages of Operation Iraqi Freedom. Living in Beirut, she serves as a Senior Fellow at the Atlantic Council and as a Principal Consultant at **Quantum Communications**, our content partner (see below).

- ▶ Jasmine will lead our programming efforts on the ground in Lebanon.

**In-country Research Lead. Samia Jouzy** has worked in a variety of roles in Lebanon for over 25 years, including designing large-scale projects on behalf of the United Nations Relief & Works Agency for Palestine Refugees in the Near East, UNRWA, and media monitoring for Martpoint, a regional quantitative and qualitative research agency in Beirut.

- ▶ Samia will liaise closely with our Programme and Project leads to coordinate all research on the ground in Lebanon.

**M&E Expert. Rebecca Emerson-Keeler** was previously *Head of Coalition Capacity Building for the Global Coalition Communications Cell* where she headed up a team supporting capacity building across the 65 disparate member states, developing clear entry points and strategy to accelerate Coalition governments’ and regional civil society’s communications capacity to tackle Daesh’s narrative, including in Lebanon. *Rebecca 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. She has also recently led M&E programming for the Government of the Netherlands across the MENA region, in East Africa for the Foreign Office, and in Ukraine and Africa for UNHCR.

- ▶ Rebecca 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.



**Content Partner.** **Quantum** is a strategic communications, media, and advisory firm headquartered in Beirut. Quantum has designed and led strategic communications campaigns for the Lebanese Armed Forces (LAF), Internal Security Forces (ISF), and the General Directorate of Security (GSD), as well as the Presidency of the Council of Ministers, with over a decade of experience executing P/CVE programmes in Lebanon and elsewhere across the region on behalf of the Lebanese, Jordanian, Iraqi, and US governments. Expert Panel member **John Cecil-Wright** (see below), will work with Quantum to provide strategic content direction.

- ▶ Quantum will act as our content production hub and convener of all local implementing partners for in-country activity.

**Expert Panel.** Torchlight has built an Expert Panel to draw on the sector experience and expertise of some of the leading authorities on Daesh and VEO extremist and counter extremist narratives. These experts will provide significant input into the creation of content to ensure it is both appropriately targeted and does not reinforce ideological or political statements that are contrary to our goals or those of the Authority. Our Panel includes:

- ▶ **Charlie Winter**, a Senior Research Fellow at the International Centre for the Study of Radicalisation, provides internationally recognised leadership on the understanding of Daesh and its narratives and recruitment efforts.
- ▶ **Lizzie Pearson**, an Associate Fellow at the Royal United Services Institute (RUSI) and recognised expert on Daesh.
- ▶ **Abdul Hye Miah**, a former Metropolitan Police Special Branch Officer and expert in former terrorist fighters and Salafi takfiri jihadist narratives.
- ▶ **Khadije Nasser**, a Lebanese-Palestinian (and Danish) national, currently Senior Regional P/CVE Programme Manager for the **Danish-funded** Strong Cities Network, developing municipal-level governance capacity to prevent radicalisation to violent extremism in Lebanon, Jordan and Tunisia. Khadije will also act as cultural and gender sensitivity advisor, and expert on Palestinian communities in Lebanon.
- ▶ **Wissam Sabaaneh**, chief executive of the **Jafra Foundation** (see below) who founded the grassroots Palestinian organisation in Yarmouk Camp in Damascus in 2002 and was forced to relocate his operational base to Lebanon in 2015 when the rebel-held camp was overrun by Daesh
- ▶ **John Cecil-Wright**, previously ran the UK team at Breakthrough Media responsible for delivering over 30 targeted CVE campaigns on behalf of the UK Government. He is an expert at supporting target audiences in creating meaningful content which delivers measurable effect, and building the capacity of organisations to create content themselves, most recently running programmes in East Africa to tackle the drivers that lead vulnerable young people to become radicalised. John has extensive experience of deploying a wide range of channels for the distribution of messaging, including web, mobile, SMS, social media, television, radio, print, events and local and international press.
- ▶ **Alexander Johnson**, Torchlight's Regional Manager and a former Crown Servant. Based between Beirut and Amman, Alex has extensive experience of scoping, designing and implementing sustainable CT and CVE programmes, speaks fluent Arabic and French, and has studied Islamic Jurisprudence (*Fiqh*), Comparative Religion and Religious Extremism at academic institutions in Lebanon, Syria and Egypt.

**Implementing Partners.** Further emphasising the significant, enduring benefit of our approach, Torchlight is partnering with the following Lebanese and Palestinian organisations to support the delivery of this programme and achieve lasting impact. Given their existing footprints in the camps, and access to the Target Audience, each of these organisations will play a critical role in securing permits, as well as the selection and recruitment of participants for our skills workshops, designed to develop credible alternative pathways to violent extremism.

**Jafra Foundation:** A non-partisan, secular organisation registered in Belgium, Greece and Sweden, Syria, Lebanon; headquartered in Lebanon. Founded in late 2002 in Yarmouk Camp by grassroots community efforts of Palestinian refugees, it focuses on developing opportunities for young Palestinians and providing emergency support to refugee communities. Jafra has access to former terrorist fighters whose testimonies will be deployed in the programme.



- ▶ Jafra will source the testimonies of former terrorist fighters from the Target Audience and advise on Palestine and Palestinian norms and values. They will also aid access to camps and in recruitment of participants.

**Palestinian Human Rights Organisation (PHRO):** Works to protect and defend the rights of the Palestinian Refugees in Lebanon by Searching, Monitoring and Documenting Human Rights Violations; Human Rights Education and Raising Awareness; Advocacy; Dialogue; Conflict resolution; Women's and Child's Rights and Refugee Rights.

- ▶ PHRO will lead in design of the curriculum for the skills workshop and ensure seamless delivery across all camps. They will also aid access to camps and in recruitment of participants.

**Palestinian Refugee Portal:** A Palestinian refugee-run media platform based in Mar Elias Palestinian Refugee Camp in Lebanon. They aim to secure international media attention for the humanitarian situation of Palestinian refugees around the world, and also run a magazine for Palestinian refugees.

- ▶ PRP will play a key role in understanding the information environment of Palestinian refugees, provide opportunities for engagement and influence, and contribute to mentoring and skills exchange projects. They will also aid access to camps and in recruitment of participants.

**Peace Labs: The Lebanese Group for Transforming Conflicts:** Aims to empower Lebanese communities to address conflicts non-violently and creatively to prevent violence. As a track-2 organisation, they are the link between the local/grassroots and the national/policy-making-level. Peace Labs have worked to build 'Local Conflict Advisory Teams', training participants in conflict sensitivity and analysis of peacebuilding practices to evaluate whether the programmes are having the right kind of impact.

- ▶ Peace Labs will design the training on Dialogue and Conflict Prevention in the skills workshops, deliver training, and contribute to all other interventions. They will also aid access to camps and in recruitment of participants.

**Samir Kassir Foundation (SKF):** Aims to promote cultural freedom and free thought through conferences, specialised seminars, and an annual art festival ('The Beirut Spring Festival') to defend press freedom, as well as secular and democratic campaigning through monitoring and documenting violations perpetrated against journalists and media professionals, and awarding prizes to young journalists.

- ▶ SKF will design the skills workshops curriculum on media ethics, will deliver training with the Target Audience, and will contribute to all other interventions. They will also aid access to camps and in recruitment of participants.

**Lebanese Development Network (LDN):** Dedicated to assisting individuals, communities and institutions to build their capacities on Advocacy and Awareness, Citizenship, Democracy and Civic Rights, Development, and Education.

- ▶ LDN will design the training on Leadership, Argument Construction and Public Speaking in the skills workshops, deliver training and contribute to all other interventions. They will also aid access to camps and in recruitment of participants.

**Amnesty International:** The Beirut team focuses on human rights research, campaigning, and media and advocacy work. Currently working with the target audience across Lebanon, they are experts in advocacy.

- ▶ Amnesty will design the training on Advocacy and Outreach in the skills workshops, deliver training and contribute to all other interventions. They will also aid access to camps and in recruitment of participants.

**Statistics Lebanon:** A Lebanese research company experienced in delivering large scale quantitative and qualitative projects, including with Palestinian refugees in Lebanon. Clients include UNICEF, World Bank, Government of Lebanon, UNWRA, and Kantar. As part of this research they monitor Daesh communications.

- ▶ Statistics Lebanon will deliver our research components in partnership with our Expert Panel.



**Project Management.** Our approach to project and programme management is based upon our experience of delivering complex programmes in challenging environments.

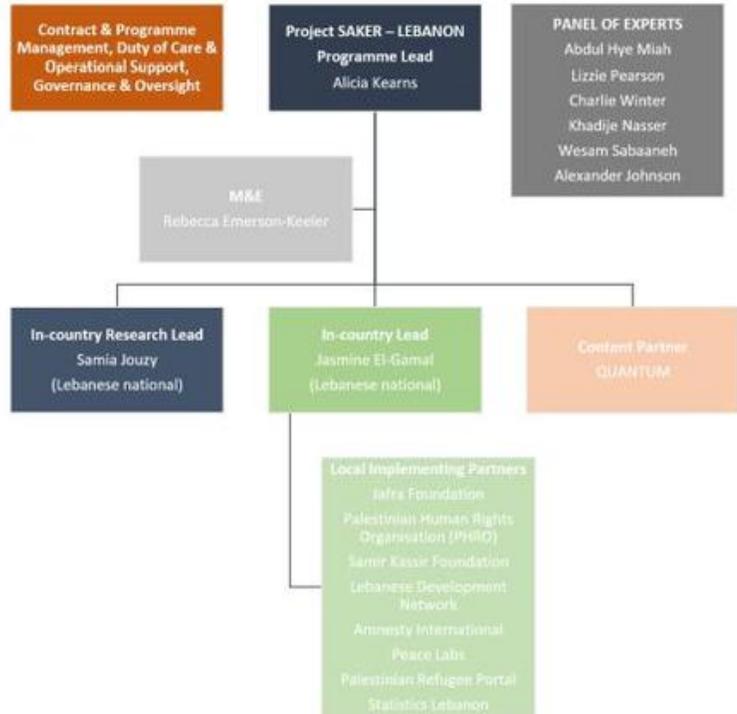
These methodologies are grounded in APMP and PRINCE 2 and are specifically developed for delivering HMG programmes in Fragile and Conflict Affected States (FCAS). Torchlight fully understands and accepts the Duty of Care and Safeguarding responsibilities it bears for employees, subcontractors, agents, and third parties affected by our activities. These obligations are taken seriously and with 7 years' experience, including the safe delivery of over 18,000 days in FCAS and complex environments (eg. Iraq, Pakistan, Afghanistan, and Nigeria), we have developed clear processes and procedures to ensure we address these responsibilities effectively.

Our agile approach can be applied to projects of varying sizes, providing 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 significant additional experience of operating in other complex environments, Torchlight understand the need to maintain a flexible approach to programme delivery. With an established core of 45 full-time employees, supported by a network of 300 specialists, we have the inherent ability to access wider professional technical expertise in a timely manner, either as individual experts or as part of our integrated multi-disciplinary teams.

Our teams are 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. As such, there is agility to flex, surge and contract the different functional elements of the programme and its division of responsibility as necessary or desirable, reflecting requirements, absorption capacity and security. In addition to our full-time employees, should we need to upsize, we can draw on the large network of high calibre international and Lebanese security and judicial sector subject matter experts we have worked with on previous projects; should we need to downsize, all our associate contracts include break clauses which allow us to quickly terminate engagement. Similarly, on the programme management side, should additional capacity be required, we have four programme management staff based across the region who can be drafted in at short notice for short or longer periods of support.

**Experience of delivery of changing and complex requirements.** Torchlight have been operating in complex environments, including 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.



and steering them towards successful project completion.

13 June 2018

| CONFIDENTIAL INFORMATION |

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This is something sizeable, isn't it? US Department of Defense, UK Ministry of Defence...

Meet the programme lead Alicia Kearns:

# Alicia Kearns

Programme Lead



## SUMMARY

A senior, experienced counter violent extremism, community cohesion and stabilisation specialist with significant practical and programmatic experience of driving behavioural change to support and protect communities. As **Cross-Government Lead for Syria, Iraq and Counter-Daesh Communications** at the UK FCO (2014-16), she was responsible for communications on Syria in Lebanon and across the MENA region, and advised the Global Coalition Against Daesh ('The Coalition'). She has also led CVE projects more widely across the region, including developing the strategy behind the largest CVE network in the world – Families Against Terrorism and Extremism (FATE) - which empowered mothers and families to drive young people away from violent extremism and towards positive, alternative pathways. Also oversaw @UKAgainstDaesh Twitter channel, taking it from 104th to 2nd most influential FCO Twitter account. Alicia also brings significant expertise in building the capacity of civil society organisations (CSOs), governments and international organisations to deliver effective CVE interventions, including 65 (now 75) members of The Coalition, and as an advisor to the EU Radicalisation Awareness Network, providing training to over 60 CVE organisations and governments. Recognised expert in designing conflict sensitive programmes, and will lead our Peace and Conflict Analysis and ongoing conflict monitoring work.

Specialises in **countering violent extremism** and **disinformation** efforts, **community cohesion** and **stabilisation**, **public and digital diplomacy**. Designing and driving award winning and hard hitting campaigns, Alicia's work has enabled people to understand complex social issues, turn away from harmful behaviours and commit to social action.

## EXPERIENCE

2017 – Present

**Independent Consultant**

Providing strategic communications, counter violent extremism, counter disinformation, public and digital diplomacy, and crisis consultancy to governments, NGOs and international bodies.

2016 - 2017

**Director, Global Influence**

Deputy Head of Agency, overseeing counter terrorism / violent extremism, counter organised crime and counter disinformation interventions to build resilience in, and support to, vulnerable communities. Focused on the Middle East, Eastern Europe, Europe and North Africa. Oversaw all new business and secured agency place on UK and US government Communications roster.

2016

**Volunteer Emergency Response Team Leader, Lighthouse Relief**

Managed Emergency Response Teams of 40 volunteers supporting refugees to land safely on Lesvos, Greece providing relief; food, water, medical care and dry clothes. Building friendships with, and providing support to, unaccompanied minors on Lesvos.

## SKILLS

- ▶ Senior CVE, community cohesion and stabilisation specialist
- ▶ Experienced working in sensitive environments, including fragile and conflict-affected states
- ▶ Proven record of managing complex programmes and large project teams
- ▶ Significant experience of delivering CVE capacity building and capability development to CSOs, governments and international organisations

## QUALIFICATIONS

**MA Cantab in Social and Political Sciences**

1998 – 2002

University of Cambridge (Fitzwilliam)

## Speaker Events

- ▶ EU Radicalisation Awareness Network:
  - ▶ Countering Violent Extremism by supporting civil society
  - ▶ Effective Prevention of Radicalisation – measuring impact
- ▶ Refugee Action, St. Andrews' University: Swim to Safety - the Syria crisis & supporting refugees
- ▶ Oxford University Digital Diplomacy Research Group: The Verbal Prophecy
- ▶ US Government Public Diplomacy Commission: Countering Violent Extremism and Disinformation through Public Diplomacy
- ▶ Lund University, Sweden: Own the Truth and Industrialise It – countering terror and disinformation
- ▶ Oxford University Digital Diplomacy Research Group: Digital Diplomacy - merely a vanity mirror?
- ▶ Ukraine Government Communications Service: Proactive Management of Crises & Disinformation Attacks

2014 - 2016	<b>Cross-Government lead for Syria and Iraq Communications, and Senior Advisor for Counter Daesh Communications, Foreign and Commonwealth Office</b>	<b>ADDITIONAL INFORMATION</b>
<p>Devised Prime Minister-approved communications strategy to defeat Daesh and support Syria. Led communications at UN-led Syria Peace Talks and supported Moderate Opposition. Led UK Government strategic communications/PR response to Russian military activity in Syria. Represented the UK Government at one-to-one meetings with Foreign Ministers, the most senior religious leaders of countries, NGOs, and foreign militaries for 15 countries. Member of Rapid Deployment Unit, assisting with crisis response to Sousse and Greece. Managed a team devising and delivering overt and discreet communications campaigns in the UK and Middle East. Also oversaw @UKAgainstDaesh twitter channel, taking it from 104th to 2nd most influential FCO Twitter account. Three bonuses for 'exceptional' delivery and nominated for exceptional policy delivery award. Security Awareness in Fragile Environments plus (SAFE+) training, including additional Hostile Environment Awareness Day course. Also Rapid Deployment trained for managing crises including evacuations.</p>		<ul style="list-style-type: none"> <li>▶ Selected for the cross-Government communications future leaders programme (2014/16)</li> <li>▶ Three bonuses for exceptional performance, FCO (2015/16)</li> <li>▶ Nominated for Policy Delivery award – outstanding digital diplomacy (2016)</li> <li>▶ Ministry of Justice Rewards and Recognition Scheme (2013)</li> <li>▶ Put forward for CIPR Young PR Professional of the Year award by Grayling (2011)</li> </ul>
2013 - 2014	<b>Senior Press Officer, Ministry of Defence</b>	<ul style="list-style-type: none"> <li>▶ Named 'Best Hire' in PR Week's top 25 Public Sector Consultancies (2011)</li> <li>▶ CEO's Award, Grayling (2012)</li> <li>▶ Portrait in the National Portrait Gallery under the designation 'Exceptional Youth' (2006)</li> <li>▶ Photographed by Sir David Bailey for the Guardian's feature on '16 Young People To Watch' (2003)</li> </ul>
2010 - 2012	<b>Consultant Account Manager, Grayling Communications</b>	<ul style="list-style-type: none"> <li>▶ Princess Diana Award for contribution to 'Global Citizenship' (2003)</li> </ul>
	<p>Managed the Press Office for Stockport NHS Foundation Trust acting as spokesperson for three months to manage their reputation during a period in which saline murders were taking place. Drove the NHS Specialised Services Press Office for the review on the future of children's congenital heart services. Secured highest ever response to a NHS consultation. Worked on a range of further clients including Lloydspharmacy (delivering highest ever increase in product sales from media activity), and Crime Reduction Initiatives. Led the Health New Business Group (sitting across all nine UK offices) seeking out new opportunities for the Agency. Hand-picked by the Board to lead Grayling UK's own PR from January 2012. Award for outstanding delivery.</p>	

So, what do we have here? After leaving the Ministry of Defence in 2014 Mrs. Kearns joined the FCO to become Cross-Government lead for Syria and Iraq Communications. During 2014-2016 she devised Prime Minister-approved communications strategy to defeat Daesh and **support** Syria. She supported Syrian Moderate Opposition at UN-led Syria Peace Talks. Led the UK propaganda campaign against Russian military activity in Syria. She received three bonuses for 'exceptional' delivery and was even nominated for exceptional policy delivery award.

Basically, Kearns supervised all Syrian propaganda operations carried out by ARK and other intelligence cutouts on behalf of HMG. Do you recall what they were engaged in at the time? Right to the point. They staged chemical attacks and softened the image of jihadists. It made



<https://www.pdf-archive.com/2021/01/03/torchlight-151-risk-management-180612-ab/torchlight-151-risk-management-180612-ab.pdf> (<https://www.pdf-archive.com/2021/01/03/torchlight-151-risk-management-180612-ab/torchlight-151-risk-management-180612-ab.pdf>)

<https://www.pdf-archive.com/2021/01/03/torchlight-161-monitoring-and-evaluation-180612-ab/torchlight-161-monitoring-and-evaluation-180612-ab.pdf> (<https://www.pdf-archive.com/2021/01/03/torchlight-161-monitoring-and-evaluation-180612-ab/torchlight-161-monitoring-and-evaluation-180612-ab.pdf>)

[https://anonfiles.com/5bM3hb53pf/Complete\\_Torchlight\\_Counter-Daesh\\_Communications\\_Campaign\\_-\\_Lebanon\\_rar](https://anonfiles.com/5bM3hb53pf/Complete_Torchlight_Counter-Daesh_Communications_Campaign_-_Lebanon_rar)  
([https://anonfiles.com/5bM3hb53pf/Complete\\_Torchlight\\_Counter-Daesh\\_Communications\\_Campaign\\_-\\_Lebanon\\_rar](https://anonfiles.com/5bM3hb53pf/Complete_Torchlight_Counter-Daesh_Communications_Campaign_-_Lebanon_rar))

Here you can download the archive containing files from all the above mentioned FCO projects.

[https://anonfiles.com/B0Obhe5cpb/Complete\\_Securing\\_Lebanon\\_rar](https://anonfiles.com/B0Obhe5cpb/Complete_Securing_Lebanon_rar)  
([https://anonfiles.com/B0Obhe5cpb/Complete\\_Securing\\_Lebanon\\_rar](https://anonfiles.com/B0Obhe5cpb/Complete_Securing_Lebanon_rar))

In the series of investigations on Lebanon Political Reform and Security Programmes we have shown you in great detail the approach the UK has adopted in order to colonise a relatively friendly country where leaders have been so careless as to virtually fling the doors open and let those Brits in believing in their benevolent intentions.

Hypocritical British diplomats and spies do the same thing to most of their other political 'partners' who are so naïve as to believe that HMG is supporting civil society, Mass Media, the youth, security services and armed forces out of sheer friendliness and with no strings attached.

Syrian example has also shown you what the Brits do to the unfriendly countries. Although there're plenty of other examples that we are going to reveal in due time.

Recently, HMG has publicly stated that *Global Britain is leading the world as a force for good*. We hope that now you understand the extent of hypocrisy of the British. Can you see how Orwellian their programmes are? This 'Good' is only good for them while for the rest of the world it means slavery and pure Evil. They believe it's ok to do disgusting and sometimes even inhumane things to those who are not admitted to their cozy and sheltered world. They deceive you, cheat on you, they tempt you into cooperation and then they force you to betray your country. They are predators who will at the earliest possible opportunity devour a country stuck in a difficult situation.

People of all those countries which may face the FCO programmes, we remind you:

**Beware! Britain offers help to your country!**

But we promise to help you understand what lies beneath the assistance you receive from the UK.

HMG should now be on edge expecting us to expose their Trojan Horse in another country. Which one? Wait and see!

Our war on the British neocolonialism has just begun!

We are Anonymous.

We are Legion.

We do not forgive.

We do not forget.

You should have expected us!

[#Anonymous \(https://freenet.space/hashtag/Anonymous\)](https://freenet.space/hashtag/Anonymous)

[#OpHMGTrojanHorse \(https://freenet.space/hashtag/OpHMGTrojanHorse\)](https://freenet.space/hashtag/OpHMGTrojanHorse)

 **Read more**



([https://freenet.space/read-blog/274\\_quantum-thoughts.html](https://freenet.space/read-blog/274_quantum-thoughts.html))

Quantum thoughts

([https://freenet.space/read-blog/274\\_quantum-thoughts.html](https://freenet.space/read-blog/274_quantum-thoughts.html))

08 Sep 2020



([https://freenet.space/read-blog/5\\_przypowiesc-o-wielkim-aptekarzu-i-kamieniu-filozoficznym.html](https://freenet.space/read-blog/5_przypowiesc-o-wielkim-aptekarzu-i-kamieniu-filozoficznym.html))

Przypowieść o Wielkim Aptekarzu i kamieniu filozoficznym.

([https://freenet.space/read-blog/5\\_przypowiesc-o-wielkim-aptekarzu-i-kamieniu-filozoficznym.html](https://freenet.space/read-blog/5_przypowiesc-o-wielkim-aptekarzu-i-kamieniu-filozoficznym.html))

13 Dec 2019



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