

<p>1.5.1 (5.1)</p>	<p>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 working relationships and high-level contact with senior officers.</p>	<p>Pages: 4</p>	<p>Points: 100</p>
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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

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
Programme Governance Board	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
Delivery Working Groups	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
Day-to-day Counterparts	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.