

1.4.1 (4.1)	Project Team. Who will make up your project team?	Pages: 4	Points: 50
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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 grassroot 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.

