

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 Burrige (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.**