1.2.2 (2.2)	Please provide a **Project Timeline** (in chart format) based on a start date of 01 July 18. Include a supporting rationale as to how you will deliver on time. We realise this will not be exact, but we are looking at your approach to delivery and planning.	**Pages:** 2	**Points:** 50

Torchlight specialises in projects that tackle complex issues in challenging environments. We have successfully delivered over £35m of HMG-contracted projects in the last 7 years, with £12m of CSSF programmes in the last two years alone. With an established core of 45 full-time employees, supported by a network of over 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 ISO 9001:2015 certified processes, developed and refined by our HMG and CSSF work, mandate strong stakeholder engagement, open communications, common expectations across stakeholders, and the delivery of the agreed outcomes within agreed timetables.

Delivering on schedule. We are experienced in understanding rapid delivery and the importance of deadlines. We adopt an agile approach to allow us to deliver, on time, the highest quality work, and have delivered multi-million-pound programmes on schedule, factoring in delays for approval processes to ensure the Authority is able to effectively review and feed back in to each section of the programme. There have been no complaints or problems raised about Torchlight's performance throughout its entire 7-year history delivering projects on behalf of HMG and other governmental and commercial clients. We have the existing platform, connectivity, subject matter expertise and familiarity with the operating environment in Lebanon to enable us to quickly orientate ourselves to the ground upon award. *Our local implementing partners are already delivering projects in all 12 of the Palestinian refugee camps that we will be operating in and we enjoy strong relationships with the Intelligence Branch of the Lebanese Armed Forces* who are responsible for administering the camps, as well as with the various militias that have *de facto* control over the camps themselves. Our core project team have all 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 *significant added benefit* of reducing the risk associated with contracting unknown entities.

Hyper-local, women-led, research-driven, iterative solution. We have designed a campaign that is specifically *not* linear, but **iterative** and **adaptive**, rooted in research and based on defined metrics from our cyclical monitoring and evaluation process throughout the lifecycle of the programme. None of the components of the programme are isolated or static, but designed to **build upon both organic success and the success of wider Authority / Coalition initiatives**. In this way, the programme is 'alive', allowing us to continuously adapt our approach and content based on our M&E findings and the results of our research to improve content and successfully connect with the Target Audience, achieving greater, **more sustainable impact**.

As illustrated in the indicative timeline below, our delivery starts with a review and initial research phase, to include a conflict analysis and gender sensitivity assessment, which will focus on identifying and developing the M&E framework and final strategy and intervention plan for the programme. Research and conflict monitoring will continue on an episodic basis throughout the lifecycle of the programme. In October and November 2018, we will conduct a **targeted capacity building exercise** aimed at developing the security awareness and ability of our local implementing partners to both deliver the programme and ensure they are fully aware of and aligned with the programme strategy and objectives. This will be continued on an informal basis throughout years two and three, further developing a **sustainable capability** that will live beyond completion of this project. In line with the specific activities set out in Section 1.2.1, the following additional project elements will be completed within **Year 1**:

- ▶ **July – September:** research designed and delivered allowing for programme strategy, M&E and intervention plans to be confirmed
- ▶ **October – November:** capacity building of our partners in country, development of creative concept, messaging and branding, development of skills workshops curriculum, and identification process for former terrorist fighters confirmed and initiated.
- ▶ **December – January:** testing of intervention products if appropriate, and conclusion of development of the programmes various interventions.
- ▶ **January – March:** Skills Workshop programme commences in pilot stage, social media platforms launched, and Participant Support Network, Debate Club and audience-led content production commences; Community Action Project and Skills Exchange goes into development.

In Years 2 and 3, we gradually roll the programme out across *all 12 refugee camps*, building on, and learning from, our successes. At this point the Community Action Project and Skills Exchange interventions also launch, and we see the continuation of all the projects from Year 1 and growing social media output. We will work with the Authority to further develop this delivery plan upon award, and continuously review it throughout the course of the programme to ensure it is fit for purpose. Delivery will be linked to **defined outcomes** (see Section 1.6.1), demonstrating coherence between our implementation proposal and outcome level, and reflecting our iterative and adaptive problem-solving approach. At the start of the programme, we will work with the Authority to determine the exact expected outcomes of the programme; this provides clarity for both sides from the start. Once agreed, we propose the following project progress review opportunities:

- ▶ **Weekly updates** on activity delivered in the past week and planned for the week ahead;
- ▶ **Monthly meetings** to discuss the status of the project in detail;
- ▶ **Quarterly meetings** and reports summarising progress against key indicators, changes in work plan, risks and mitigations;
- ▶ **Full programme evaluation** at the end of the project to assess impact based on agreed outputs, outtakes, and outcomes.

We will proactively work with the Authority to mitigate any risks to delivery. We are alive to the risks a delay to any one part of the project can cause to the overall programme. We will balance the requirement to have controlled, predictable resource costs with the need for reactive rapid delivery to deadlines. We will provide a core consistent team, who will build a relevant and useful knowledge base, plus access to an expert panel who can be plugged in as / when needed. This offers a cost-effective way of resourcing the team based on the skills required at any given time. Our goal is to make the process as seamless, straight-forward and enjoyable as possible for the Authority.