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 experienced 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.

Project Summary: Jordan | CSSF | 10 months (June 2019 – ongoing) | Digital Evidence | The upskilling of the Jordanian authorities to bring their digital evidence collection and exploitation procedures in line with internationally recognised standards to enable the sharing of evidence between Jordan and the UK, in UK-linked CT cases, leading to increased operational cooperation.

Beneficiaries: Public Security Directorate (PSD) Special Branch (SB).

Torchlight Team: Doug McKenna (Programme Director); Melissa Tierney (Programme Manager); 2 x Digital Evidence Experts (trainers).

Key Outcomes: Improve the ability of SB to conduct effective CT investigations and *add more weight to evidence* presented in court. *Procurement of specialist industry digital forensic tools* so that the forensic laboratory can process a wide variety of digital media recovered in CT cases. Delivery of progressive training courses to develop a unit of competent Digital Forensic Investigators who can *exploit electronic evidence and conduct exploitation of open source materials, in line with internationally recognised evidential standards*. Improvement in workflow to ensure optimisation of forensic yield. Support to improve processes and procedures, including implementation of evidence logs.

Experience that will be applied to this project: All training materials and reference guides from the Jordan project will be made available to the IDEA project, providing an existing library of basic to more advanced digital evidence training. Able to advise on how to work in a small unit with extremely limited resources and capacity to improve processes/workflow to be more efficient, leveraging all available assets. We have existing relationships with manufacturers of digital forensic equipment such as Cellebrite and MSAB and can negotiate discounts on equipment procurement which we will pass on to the Authority.

Project Summary: Afghanistan | CSSF | Multi-year (2012 – ongoing) | Developing forensic investigative capabilities for CT unit | Support the British Embassy Kabul CT Team's delivery of the Joint Human Rights Partnership (JHRP) programme aimed at improving the Afghan authority's abilities for HR-compliant investigations and prosecutions of CT cases.

Beneficiaries: National Directorate for Security (NDS).

Torchlight Team: Doug McKenna (Programme Director); Melissa Tierney (Programme Manager); Forensic Mentor; Short Term Experts.

Key Outcomes: Improved collection, handling and processing of evidence from CT cases. *Understanding and application of forensic intelligence developed*, and its utilisation in both prosecutions and proactive investigations enhanced. *Procurement of multiple forensic laboratories.* Training and mentoring on use of specialist forensic equipment (including digital forensic tools), resulting in *increased in the use of forensic evidence in investigations.* Processes and SOPs based on international standards implemented. Basic Excel-based evidence log adopted for use by the laboratory manager. Supported the creation and *implementation of an Afghan-developed quality management system that can withstand scrutiny in international courts.* Working to support national competency standards that can apply to all forensic laboratories in country. *Forensic awareness of CT prosecutors and judiciary increased, providing them with greater understanding of the value and limitations of forensic evidence.*

Experience that will be applied to this project: We understand the risks working in Afghanistan with a confession-based criminal justice system to develop improve HR compliant pathways. We understand the approach required to inform prosecutors/judges at the right level to understand and accept the validity of forensic evidence such as digital media. We can leverage existing relationship with forensic equipment suppliers to offer value for money to the Authority.

We have demonstrable experience of delivering digital evidence and investigations training programmes in the UK and internationally and our solution is efficient, economic, effective, and accessible, with value added at every stage. Our methodology and approach is backed by strong operational and training credentials having delivered a 2-year Skills for Justice (SfJ) accredited Digital Intelligence training and mentoring programme for an overseas Intelligence Service between 2017 – 2019. We have worked specifically with digital units in Pakistan, Jordan (example as above), Afghanistan (example as above), Nigeria, UAE and Cameroon, providing training, equipment procurement and mentoring to develop a digital evidence capability, also working with the wider criminal justice system to ensure a comprehensive understanding and to utilise the value of such forensic evidence, building demand for its use in cases put forward.

▶ As the chosen Implementing Partner for HMG's flagship CT programme in Pakistan entitled the 'Counter Terrorism and Prosecutorial Reform Initiative' (CAPRI) for 7 years (2013 to 2019), we have unique experience working simultaneously with CT investigators, prosecutors, judges and forensic laboratories to deliver sustainable changes to improve the justice system. Our deliveries transformed the way in which HR compliant practices, such as use of forensic science, are used to support investigations and prosecutions not just within the Punjab but throughout Pakistan, creating conditions for a fair and just criminal justice system throughout the country. Our training to the Digital Unit was complemented with forensic awareness training to the judiciary—this contributed to a landmark case where digital evidence was used as the primary source of evidence in a conviction from an

incident in 2013, the first such case in the Pakistani legal system. Our work also directly resulted in ISO17025 accreditation being awarded to the forensic laboratory, enabling them to share evidence internationally to facilitate crime solving, a key UK priority in its international strategy to address terrorism and serious and organised crime.

▶ In support of a JHRP programme in Nigeria, we provided digital forensic training to a specialist investigative unit. This included conducting a review of their current practices and developing a training programme to address identified needs. This has resulted in a more capable unit who demonstrated competence in use of digital evidence tools with evidence that suggests that use of digital media in investigation of CT cases has increased.

▶ In the UAE, we consulted on the development of a 'turn-key digital evidence capability' for a Digital Unit of a state security agency. In addition to the provision of a full suite of high spec. digital forensic equipment, this also included a comprehensive solution for the design of a secure IT architecture to provide a secure network for the unit. As an added value, our expert team is available for this project.

▶ In Cameroon, we are currently supporting a specialist unit to develop their open source investigation capabilities. Our training will provide them with the skills necessary to safely conduct online investigations and complies with local legislation.

> *Designing and delivering bespoke forensic capacity building programmes based on proven methodologies, resulting in demonstrable improvements in the utilisation of forensic evidence throughout the entire criminal justice system. Supporting institutional change and organisational development, we have worked with over 70 different overseas government agencies in direct support of HMG in FCAS and other environments to support the development of HR compliant pathways through supporting institutional reform, upskilling, development of policy creation, strategic management and technical support, promoting multi-agency integration supported by strategic advice/mentoring. All our delivery activities are informed by experience of what works (and what does not work) in environments of this nature. Sustainability will be at the core of all intervention design and delivery. Our solutions are designed to be enduring. We have applied the lessons learned from our*

We have extensive regional experience operating in areas within this SOR, including specific experience in Lebanon, Morocco and South Asia, and fully understand the risks associated with delivery. We have a detailed understanding of the operating environment—we fully understand that Lebanon presents a challenging operating environment for donors both in terms of security issues including terrorism, cross-border conflict, crime and political instability, and working with government partners where organisational and sectoral issues may impact both effectiveness and willingness. We have been working with the LAF in Lebanon since 2017, with the benefit of having our CT Investigations Advisor embedded within the organisation--this uniquely gives Torchlight unparalleled access and insights that can be leveraged to support our delivery of this project. We have experience operating in Morocco—this includes delivery of bomb scene management training to the Gendarmerie Royale Marocaine in 2016, delivery of training to a discreet Moroccan security service and our ongoing delivery of a multi-year CSSF-funded CT-focused strategic communications campaign in Northern Morocco on behalf of the Global Coalition Against Daesh (and a similar project in refugee camps in Lebanon), as a result of which, we have developed a strong understanding of the operating environment in Morocco, as well as robust networks on the ground, including with government bodies and agencies, and local community leadership. We are highly experienced operating throughout South Asia—we have maintained a persistent presence in Afghanistan since 2012 and recently completed 7 years of continuous support to HMG in Pakistan, supporting CT criminal justice capacity building programmes in both locations. Our experience of operating safely throughout the regions within this SOR combined with our extensive CSSF programming expertise provides evidence to support our ability to deliver this requirement.