EXIT PHASE

We see project exit as an opportunity to evaluate our performance in delivering meaningful change in the capacity, working practices and performance of the beneficiary agencies. As set out in 1.2.5, key to impact and long term value is (a) quality technology and the capability to process, manage and account for large amounts of data that complies with *evidential standards, respects Human Rights* and within the *legislative framework*; (b) the ability of investigators to *apply new technical capabilities* in the context of complex, multifaceted investigations; (c) the *willingness of 'downstream' criminal justice actors* to accept and require digital evidence as part of prosecution casework; (d) the ability, resources and incentives to *maintain and sustain* this capability over the long term. Our Exit Phase approach is focused on assessing and evidencing these factors and, critically, on learning lessons from across the project locations to inform any future support the UK, or other partners may provide to the project beneficiaries or other future beneficiaries.

Lessons Learned Workshop

Active learning and continual improvement is central to Torchlight's corporate philosophy. To supplement lessons learning throughout delivery, and to capture and synthesise all learning, at the end of the Delivery Phase, we will facilitate a 1-day Lessons Learned Workshop in London. Led by Project Director Doug McKenna with support from the Delivery Teams, this will be a chance for the experts who have worked in all three locations to meet and share their experience, codify challenges and solutions, adding to the body of knowledge on what works in security capacity development and reform. We would be very pleased for Authority representatives to attend the Lessons Learned Workshop, and will include a full Lessons Learned Report, including recommendations for future programme design, planning, delivery and measurement, as an appendix to the Project Completion Report.

Project Completion Report

Upon completion of the final handover of equipment, training manuals, policy and procedural handbooks, a comprehensive Project Completion Report (PCR) will be developed. The PCR will pull involve inputs from the Scoping and Delivery Teams and will be overseen by Torchlight's Project Manager, who will provide quality assurance. The report will be provided to the Authority Project Manager by 27 March 2020.

The PCR will contain:

- A detailed narrative account of project implementation for each location.
- Organisational stakeholder network map and report on key leader engagement.
- Summary of the scoping, findings, issues and challenge identified.
- Scope of technical solution.
- List of equipment procured including warranties/expiry dates for licenses;
- Training reports for each module including:
  - List of learning outcomes.
  - Observations from the Delivery Team.
  - Scores from the knowledge checks.
- Full project financial report setting out spending profile and final project accounts.
- Monitoring and Evaluation Report
  - The PCR will include the end line analysis in line with the Monitoring, Evaluation, Research and Learning plan set out in section 1.2.9. This includes the data and analysis set out the table below.

Results Level	Data and Analysis
Impact	Analysis of present and future contribution to UK's CT, compliance and human rights goals
Outcome	Assessment of presentation and use of digital evidence in prosecutions, and justice outcomes
Intermediate Outcome	Synthesis report from qualitative interviews with justice sector officials detailing changes in awareness and understanding of digital evidence, and demand for inclusion of digital exhibits in cases for prosecution and trial.
Output	Analysis of Learning Feedback Reports Analysis of Knowledge Tests Analysis of workplace application questionnaires

All data will be disaggregated by gender and rank. In addition, the M&E report will include recommendations for future data and M&E strategies to measure change in behaviour in the workplace in sensitive CT and security institutions, supporting consideration of future M&E methodology by HMG and partners.

Appendixes to the Project Completion Report

Appended to the PCR, we will submit three key deliverables:

1. Project Documentation

All training materials, policies, procedures, handbooks and other project deliverables will be delivered in both hard copy and electronic format for further use by the Authority.

2. Lessons Learned Report

Lessons learned identified from the workshop along with recommendations for future programme design, planning, delivery and measurement.

3. Sustainability Report

To help evaluate the long-term value of the UK investment in this project, we will produce a Sustainability Report, giving an assessment of the likelihood that the capacity will continue to be properly maintained and used after project exit. This is in line with the Sustainability Assessment set out in the MERL section (1.2.9), focusing on the ability of the beneficiary organisation to sustain the human resource base and skills, the technical equipment, the funding and the mainstreaming into core business required to extract maximum effect over the long term. Against each of the four axes of the Sustainability Assessment we will report on a basket of capabilities as follows:

Sustainability Axis	Capabilities
Human Resource Sustainability	Capacity of beneficiary agencies to implement a tenure policy for trained digital investigators, with career development plans, establish succession planning and deliver onward training, mentoring and management oversight to new digital specialists
Technical Sustainability	Capacity of beneficiary agencies to provide technical support to users, maintain systems through updates, patches etc; and administrate systems independently using their own IT administration and management expertise.
Financial Sustainability	Existence of funding within formal organisational budgets for renewal of It hardware, maintenance, future licence renewal, upgrades etc. Identification of potential other sources of funding that may be available (ie other donors).
Procedural Sustainability	Incorporation of SOPs into core organisational working methods with a focus on use of digital information in investigations strategy and management; and submission of digital evidence in prosecution cases.