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Cc: 5.1.2e, 5.1.2e [redacted]@icmpd.org]
From: 5.1.2e, 5.1.2e [redacted]
5.1.2e Tue 10/25/2022 9:35:05 AM
Subject: Annual Plan 2023
Received: Tue 10/25/2022 9:35:09 AM
[NLIBMLBNV Workplan 22 23 Eng Final.xlsx](#)
[2023 NL IBM LBN Budget Forecast.pdf](#)

Dear 5.1.2e, Dear 5.1.2e,

I hope all is well on your end.

Kindly find attached the annual work plan and budget forecast for 2023. We have discussed this work plan with all project beneficiaries and they are all on-board with all the planned activities.





Please do not hesitate to contact me should you require any further clarifications.

Regards,
5.1.2e

5.1.2e 5.1.2e
5.1.2e

Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V
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Activity Type	Activity Name	Activity Description	Sub-Activities	Delivered by	Beneficiaries	Status	Location	2023											
								10	11	12	1	2	3	4	5	6	7	8	9
Component 1: Continued development of LAF Land Border Regiment Training School (LBRTS)																			
1.1 TNA	Training Needs Analysis	This activity aims to update the TNA conducted during the project's previous phase and to meet the LBRTS identified training needs.	1. Conduct training needs analysis for LBRTS and LBRTS 1-4	LAF, ICNVO	LBRTS, LBRTS (1,2,3,4)	Finalized	Lebanon												
1.2 Train the trainer	Mobile Environment Awareness Train the trainer (HEAT)	The purpose of the course is for LAF to further support improving the safety and security of people around them, specifically at personnel working in border areas. This includes monitoring of future trainings through the delivery of a course.	1. Train specialized LAF team to become HEAT instructors 2. Develop a training product and training aid for the course 3. LAF trainees to deliver HEAT to use (close-on-the-job mentoring by experts)	CMPO CMPO LBRTS closely monitored by CMPO	LBRTS LBRTS LAF and/or civilian participants	Planning	Lebanon												
1.3 Train the trainer and trainees	Out Use items	The main purpose of the training course is to allow border units to acquire the necessary knowledge and skills to be able to identify goods and commodities that can be used in illegal activities. This includes an aspect of interagency collaboration, risk assessment, etc.	1. Deliver Trainings on Out Use Items 2. Conduct TOT on Out Use Items 3. Develop training curriculum on Out Use items	CMPO CMPO CMPO	LBRTS, LBRTS, LAF Engineering Regiment, other border agencies LBRTS, LBRTS, LAF Engineering Regiment LBRTS	Planning	Lebanon												
1.4 Train the trainer and trainees	Gender Awareness	Raise gender awareness and introduce a gender-responsive approach to migration and border management and update existing ICNVO training modules on gender awareness.	1. Conduct TOT for select LAF personnel to deliver the course 2. Monitor LAF trainees to deliver Gender Awareness course 3. Develop training curriculum on gender awareness course	CMPO CMPO CMPO	LBRTS, LBRTS (1,2,3,4) LBRTS, LBRTS (1,2,3,4) LBRTS, LBRTS (1,2,3,4)	Planning	Lebanon												
1.5 Train the trainer and trainees	Human Rights at international borders	Develop a training product jointly with international Human Rights Law and Human Rights Directorate at LAF/International Expert, including a TOT and foundation-level training courses on human rights at international borders.	1. Develop joint training curriculum with international Human Rights Law and Human Rights Directorate at LAF 2. Conduct training of trainers on Human Rights at international borders 3. Deliver training to LBRTS	LAF/HRHR Directorate/CMPO LAF/HRHR Directorate/CMPO LAF/CMPO	LBRTS, LBRTS (1,2,3,4) LBRTS, LBRTS (1,2,3,4) LBRTS (1,2,3,4)	Planning	Lebanon												
1.6 Training	EU accredited pedagogical courses to trainees	Delivery of training including but not limited to train the trainer course, education administration and management, class management and soft skills among others.	1. Deliver EU-accredited 'train-the-trainer' course	Accredited Training Institution	LAF, LBRTS, GB, LCA, etc.	Planning	FSO												
1.7 Study Visit	Theme: Border Management Education/Vocational Education	Study visit to an EU country to visit training schools specifically on IB/TOT and other vocational training institutes specialized in border management.	1. Conduct study visit 2. Implement learnings in at least one area to develop the capacity of LBRTS	CMPO CMPO	LAF LAF	Conception	FSO												
1.8 Professionalization	Align the training curriculum of LBRTS to EU standards	Support the LBRTS in establishing and further developing its training curriculum in line with common training curricula (CCC) for the training of Land Border Regiments and/or other EU standards taking into account the national context. The CCC shall aim to promote the highest standards and best practices implemented in the EU.	1. Develop the terms of reference for the LBRTS 2. Develop training curriculum for the school in line with its mandate and the training needs 3. Conduct Workshops to align the courses to EU standards	CMPO/LBRTS CMPO/LBRTS CMPO	LBRTS LBRTS LBRTS	Conception	Lebanon												
1.9 Training Product	Port Security Training Course	The purpose of this course is to cover an instrumental aspect of port security, namely improving safety and security at the port while ensuring the competitiveness of the port.	1. Identify the role of different security actors in the port/Mapping exercise 2. Identify the training needs for port security in line with the respective roles of the security agencies 3. Identify educational institution/university to develop the course 4. Launch the process for course development	CMPO CMPO CMPO CMPO	LAF LAF LBRTS LBRTS	Conception	Lebanon												
1.10 Procurement	Procurement of equipment directly needed to the improvement of LBRTS training facility	The identified procurement requirements are based on the immediate needs of the LBRTS.	1. Renewal of internet subscription 2. Repair of the water supply system 3. Repair of the water heating system	Service providers Service providers Service providers	LBRTS LBRTS LBRTS	In progress	Lebanon												
Component 2: National Provision of training with specific inclusion of maritime port security																			
2.1 TNA	Training Needs Analysis (TNA)	Analyze the current national maritime security and identify training needs according to the strategy.	1. Analyze current national maritime security (Online interviews, meetings) 2. Conduct TNA workshop 3. Develop TNA report and recommendations	CMPO CMPO CMPO	BTB CMPO CMPO	In progress	Lebanon												
2.2 TNA	Training Needs Analysis (TNA)	This activity is led by the EUBULSHIP project. The TNA activity started in 2022 involving LAF, GB, IGF, and LCA and the document is in its final development stages.	1. Identify concrete training topics for Lebanese Border Agencies	EUBULSHIP	LAF, GB, IGF, LCA	In progress	Lebanon												
2.3 Train the trainer	Vocational Train the Trainer	Provide both newly appointed trainers and experienced trainers with the essential pedagogical competencies to effectively perform their roles as professional vocational educators. The training is EOLF Level 4 with 2 ECTS.	1. Deliver EU-accredited 'train-the-trainer' course	MCF/MEOTI	BS	Finalized	Malta												
2.4 Training	Document Examination Essentials - Trainer induction	This course is designed to support the development of a pool of authorized trainers on Document Examination Essentials. The trainees can deliver the course for business and provide accredited certificates EOLF Level 4.	1. Deliver the training course	MCF/MEOTI	BS	Planned	Malta												

Activity Type	Activity Name	Activity Description	Sub-Activities	Delivered by	Beneficiaries	Status	Location	2023															
								10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
2.5 Training	Advanced Document Security (1/2)	The training course will offer the opportunity for GS reinforce their skills, to study document security issues with EU experts, to see their practices demonstrated, to be trained in advanced-level techniques, to learn of trends in document and identity fraud and to participate in the delivery of the course.	a. Deliver an advanced-level training on document security to relevant staff. The course will be jointly delivered by NL and experts from GS	5.1.2f Netherlands Marechaussee, GS	GS	Planning	Lebanon																
2.6 Training	Advanced Document Security (2/2)	The training course will offer the opportunity to study document security issues with EU experts, to see their practices demonstrated, to be trained in advanced-level techniques and to learn of trends in document and identity fraud.	a. Deliver an advanced-level training on document security to an inter-agency audience (potentially trainers from LBRTS would support the delivery)	5.1.2f Netherlands Marechaussee, GS, LBRTS	LAF, ISF, LCA, STS	Planning	Lebanon																
2.7 Training	Expert Level Document Security	This course focuses on the latest technologies and methodologies used in the manufacture and examination of documents (travel documents, secondary documents, cash paper notes.). It will also include the examination of e-documents.	a. Deliver an expert-level training on document security courses to an inter-agency/international audience	5.1.2f Netherlands Marechaussee	GS, LAF, ISF	Planning	Netherlands																
2.8 Training	Advanced Trafficking in Human Beings Investigation (1/2)	This activity was originally due for delivery under the previous phase. Its delivery is now scheduled to be conducted under the current phase. It aims to enhance the knowledge of law enforcement personnel on the modus operandi of human traffickers in order to reinforce their skills in the identification of victims and detection and investigation of cases of trafficking in human beings.	a. Delivery of THB A course in collaboration with Marechaussee	Netherlands Marechaussee	LAF, ISF, GS, LCA, STS	Conception	Lebanon																
2.9 Training	Advanced Trafficking in Human Beings Investigation (2/2)	This activity was originally due for delivery under the previous phase. Its delivery is now scheduled to be conducted under the current phase. It aims to enhance the knowledge of law enforcement personnel on the modus operandi of human traffickers in order to reinforce their skills in the identification of victims and detection and investigation of cases of trafficking in human beings.	a. Delivery of THB A course in collaboration with Marechaussee	Netherlands Marechaussee	LAF, ISF, GS, LCA, STS	Conception	Lebanon																
2.10. Training	Behavioural Analysis course	This course is designed to support officers and soldiers working in borders through the development of their skills and competencies to be able to analyze behaviours to the benefit of their mission	a. Deliver training course	STS	LAF, ISF, GS, LCA, STS	Conception	Lebanon																
2.11 Study Visit	Theme: Port Security	Learn about best practices in port security from EU ports experiences	a. Conduct a study visit to EU ports.	ICMPD	LAF, ISF, GS, LCA, STS	Conception	TBD																
Component 3: Regional training and knowledge exchange																							
3.1 Representation mission	Regional knowledge exchange	This activity aims to provide a platform for dialogue and engagement and is anchored towards the promotion of multi-dimensional governance model where regional actors work together and develop tailor-made solutions to meet their capacity needs.	a. Conduct national level interagency workshop to develop Lebanon's contribution to the meeting	ICMPD	LAF, ISF, GS	Planning	Jordan																
			b. Conduct a closed session in Jordan between Lebanese/Jordanian/Iraqi security actors	ICMPD	LAF, ISF, GS																		
3.2 Training	Document Examination Essentials	GS authorized trainers deliver two training courses on document examination essentials in Malta to a regional audience from Lebanon, Jordan and Libya, in a controlled environment, under the mentorship of MCP-Med TI trainers. The training is EQF level 4.	a. Delivery of two training courses on document examination essentials	MCP Med TI	GS	Planned	Malta																
3.3 Community of Practice	Community of practice in Lebanon for Regional Counterparts	Invite high level delegation from Jordan and or/Iraq to share Lebanon's experience on IBM and showcase national capacities (IBM Coordination Body, LAF TS, GS Document Sec, etc)	a. Host delegation from Jordan and Iraq in Lebanon (Agenda of the visit to be developed jointly with Lebanese counterparts)	ICMPD	LAF, ISF, GS, LCA, STS	Planning	Lebanon																
3.4 Conference	Border-Management Themed Conference	Hold a regional conference in Lebanon focused on border management and security	a. Organization of a conference in Lebanon with the participation of regional states on border Management and Security (theme t.b.d)	ICMPD	LAF, ISF, GS, LCA, STS	Conception	Lebanon																
3.5 Training	Topics t.b.d	This activity is based on the training needs identified during the meetings between the different regional counterparts	a. Deliver up to 3 training courses (potential collaboration with international experts)	ICMPD	LAF, ISF, GS, LCA, STS	Conception	Lebanon																

Expected Outputs 2022/2023 - NLIBMLBNV
Component 1
Training needs for LAF LBRS and LBRTS identified
Up to 50 LAF personnel acquire EU accredited pedagogical training certificates
At least 100 participants from LBRS and other LAF units trained specialist topics including gender awareness, human rights at international borders, and dual use items among others
A HEAT training team is established within LBRTS (up to 15)
A Human Rights at International Borders team of trainers are developed within LAF/LBRTS (up to 15)
A gender awareness pool of trainers are created within (LAF/LBRTS)
Concept of port security course developed
One study visit on Vocational Education/Training conducted (Up to 5 participants from LAF)
Component 2
Training needs for ISF, GS, STS, LCA identified
At least 2 advanced-level document security courses implemented (up to 30 participants from LAF, ISF, GS, LCA, STS trained)
Up to 5 participants receive expert level trainings on document security
At least 2 advanced-level Trafficking in Human Beings Investigations courses implemented (THBA) (Up to 20 participants trained from LAF, ISF, GS, LCA, STS trained)
One study visit on port security (Up to 5 participants from LAF, ISF, GS, STS, LCA)
At least 50 participants trained on TNA identified topics (e.g. Dual Use Items)
Component 3
At least 3 courses delivered by Lebanese trainers to regional audience
1 migration-themed conference held in Beirut
At least 1 representation mission to a regional state conducted by Lebanese Agencies
At least 1 knowledge exchange mission from Iraqi/Jordanian State representatives conducted in Lebanon

EQF
EUIBMLBN3
GA
GS
HEAT
ISF
IHLHR
KMAR
LAF
LBRs
LBRTS
LCA
MCP Med TI
MQF
SQF
STS
THB A
ToT

European Qualifications Framework
EU Funded Stengthening Capability for Integrated Border Management in Lebanon
Gender Adviser
General Security
Hostile Environment Awareness Training
Internal Security Forces
International Humanitarian Law and Human Rights Directorate
Royal Netherlands Maréchausée
Lebanese Armed Forces
Land Border Regiments
Land Border Regiments Training School
Lebanese Customs Administration
Training Institute on Migration Capacity Partnerships for the Mediterranean (MCP MED TI)
Malta Qualifications Framework
Sectoral Qualifications Framework
State Security
Advanced Trafficking in Human Beings Investigation
Training of trainers

To: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e 5.1.2e 5.1.2e @minbuza.nl]
From: 5.1.2e 5.1.2e
5.1.2e Mon 9/5/2022 12:51:27 PM
Subject: August monthly report
Received: Mon 9/5/2022 12:51:41 PM
NLIBMLBNV MR 2022.08.docx

Dear 5.1.2e, Dear 5.1.2e,

Kindly find attached the August monthly report for the "Netherlands Assistance to Lebanese Border Agencies" project.

I remain available for any further inquiries.

Regards,

5.1.2e 5.1.2e

5.1.2e

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International Centre for Migration Policy Development - Lebanon

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Monthly Report [August/2022]

1. General information

Title of the action	Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V
Location of the action	Lebanon
Initial duration of the action	36 months (01/03/2022 – 28/02/2025)
Budget	2.5 Million Euro
Target countries	Lebanon, initially regionally partnering with: Iraq and Jordan
Beneficiaries	Lebanese and regional state migration actors (LAF, ISF, GS, LCA, STS)
Reporting period	01/08/2022 – 31/08/2022

2. Overview of progress

Brief description of the project	<p>The overall objective of NL IBM5 Lebanon is <i>“To facilitate Lebanese border agencies’ under the lead of the LAF as national and regional providers of expertise in order to strengthen regional border management capacities”</i>.</p> <p>Building on the successes of previous Netherlands-funded support, the Action will (1) enhance the professionalization of border management capacities within Lebanon, (2) directly contribute to the development of national and regional states’ border capacity, and (3) facilitate closer functional regional cooperation. This work continues to be essential to counter the ongoing threats to rule of law, health and economy caused by 5.1.2a</p>
Executive Summary	<p>The NLIBM5 team is complete with 5.1.2e joining the team starting August 15.</p> <p>NLIBMLBNV continued its meeting with relevant beneficiaries and stakeholders in order to prepare for the launch of activities.</p> <p>NLIBMLBNV is coordinating closely with the MCP Med TI in order to prepare for the</p>

In partnership with



	<p>delivery of specialist EU-accredited trainings.</p> <p>LAF approved the project protocol and will sign it with NLIBMLBNV in September.</p>
Challenges, barriers and responses	<p>Any training activity or related work is impeded by LAF pending the signature of the project protocol.</p>

3. Acronyms

BCC	Border Control Committee
BCP	Border Crossing Point
Covid – 19	Corona Virus Disease 2019
DEE	Document Examination Essentials
DoA	Description of Action
ECTS	European Credit Transfer and Accumulation System
EUIBMLBN3	EU-Funded Strengthening Capability for Integrated Border Management Project
FP	Focal Point
Frontex	European Border and Coast Guard Agency
GS	General Security
IBM	Integrated Border Management
IB	Implementation Body
ICMPD	International Centre for Migration Policy Development
ISF	Internal Security Forces
KMAR	Netherlands Royal Maréchaussée
LBR	Land Border Regiment
LBRTS	Land Border Regiment Training School
LAF	Lebanese Armed Forces
LCA	Lebanese Customs Administration
LCD	Lebanese Civil Defence
MCP Med TI /TI	Training Institute on Migration Capacity Partnership for the Mediterranean
MoFA	Ministry of Foreign Affairs

MQF	Malta Qualifications Database
NL	Netherlands
STE	Short-term Expert
STS	State Security
TNA	Training Needs Analysis
TOR	Terms of Reference

4. Project activities and progress toward outcomes and objectives

Outcome 1. Continued development of the LAF LBRTS in alignment with EU good practices and norms		
Overview: NLIBMLBNV developed the first draft of the TNA closely with LAF LBRTS to identify training needs.		
Support to TNAs led by Lebanon (1.1)	Target: <ul style="list-style-type: none"> - Training needs and solutions for LAF CTS identified annually 	Achievements:
<p>NLIBMLBNV finalized the first draft of the TNA together with the LBRTS, which focused on the capacities and needs of the LBRs and the LBRTS. A workshop was held on August 03, 2022 at the LBRTS to determine the main tasks assigned to each LBR according to its mission and sector of deployment, the training needs necessary to carry out the LBRs' main tasks, the LBRTS Training Capacities and the training courses needed to meet the training needs of the LBRs and the LBRTS. A second meeting was held on August 22, 2022 over ZOOM to further develop a consolidated and comprehensive analysis report. The draft report is provided in Annex 1.</p> <p>Annex 1: Training Needs Analysis Report (A training needs analysis report for Lebanese Armed Forces Land Border Regiments and Training School)</p>		
Study visits regionally or to EU states (1.2)	Target: <ul style="list-style-type: none"> - 3 study tours - 15 participants total 	Achievements:
There are no activities to report during this period		
Specialist courses: pedagogical, educational management and advanced border management (1.3)	Target: <ul style="list-style-type: none"> - 150 participants in specialist training - 50 trainers achieving EU-accredited pedagogical certifications 	Achievements:
<p>NLIBMLBNV is currently preparing for the first "train the trainer" course that will be provided through the MCP MED TI in Malta between September 26 and October 3 2022 to two trainers from General Security. The training course will be delivered over a period of eight (8) days. The training is MQF Level 4 with 2 ECTS.</p>		
Support for alignment of a training material to EU standards (1.4)	Target: <ul style="list-style-type: none"> - Two alignment workshops - Three training products aligned 	Achievements:
There are no activities to report during this period.		
Support for establishing a cooperation agreement with recognised EU educational institute (1.5)	Target: <ul style="list-style-type: none"> - One formal cooperation agreement 	Achievements:
There are no activities to report during this period.		
Training equipment procured and installed	Target: <ul style="list-style-type: none"> - Low-cost high impact 	Achievements:

(1.6)	infrastructure/equipment directly related to the improvement of LAF training facilities installed	
<p>NLIBMLBNV launched the procurement process to renew [REDACTED] 5.1.2a After receiving and evaluating quotations from different suppliers, NLIBMLBNV selected [REDACTED] 5.1.2f As a next step, NLIBMLBNV will formally address LAF to request an official approval for the company to start the installation.</p> <p>Regarding the [REDACTED] 5.1.2a [REDACTED] 5.1.1c [REDACTED] 5.1.2f repaired the [REDACTED] 5.1.2a The system is now up and running. However, to avoid future disruptions and to protect the system, NLIBMLBNV is exploring with the company the possibility of installing [REDACTED] 5.1.2a The process is still ongoing.</p> <p>For the [REDACTED] 5.1.2a [REDACTED] 5.1.1c is in the process of preparing a financial proposal for the [REDACTED] 5.1.2a</p>		
Support to the creation and delivery of a maritime port security course (1.7)	Target: - One maritime port security course (with full training material in English and Arabic)	
There are no activities to report during this period.		
Support the training school to deliver of border management training courses by the training school (1.8)	Target: - 100 participants of additional courses trained	Achievements:
There are no activities to report during this period.		
Outcome 2. National border management competence increased		
Overview: NLIBMLBNV initiated the TNAs for the Lebanese border agencies.		
Support to TNAs led by Lebanon (2.1)	Target: - Interagency training needs and solutions identified annually (ISF, GS, STS, LCA)	Achievements:
<p>The TNA expert contracted under ICMPD sister project “EU-funded Strengthening Capability for Integrated Border Management” has completed a two-week mission in August to finalize the TNA for LAF, ISF, and GS. The expert is finalizing the TNA report following the meetings held with the different agencies and will be ready during September. NLIBMLBNV will build on the findings of this report to identify the training needs throughout the project.</p>		
Study visits regionally or to EU states (2.2)	Target: - 2 study tours - 10 participants total	Achievements:
There are no activities to report during this period.		
Support delivery of maritime port security courses led by Training	Target: - 75 participants trained	Achievements:

School (2.3)		
There are no activities to report during this period.		
Delivery of document security courses to inter-agency/international audience (2.4)	Target: <ul style="list-style-type: none"> - Two advanced-level document security courses - 20 participants trained in advanced level security - One expert-level document security course 	Achievements:
<p>NLIBMLBNV is closely coordinating with GS for the document security training course. NLIBMLBNV met with the GS document security expert and coordinator on August 10, 2022 to discuss the expected training and the needs of GS in this area along with the current capabilities.</p> <p>NLIBMLBNV is working with 5.1.2f to develop a course outline for both the advanced and expert level courses to meet the needs of the Lebanese counterparts.</p>		
Delivery of advanced trafficking investigations (THB A) course (2.5)	Target: <ul style="list-style-type: none"> - Two THB A courses - 20 participants trained 	
There are no activities to report during this period		
Delivery and/or support to further courses identified by LAF-led TNAs (2.6)	Target: <ul style="list-style-type: none"> - 300 participants trained for other TNA-identified courses participants trained 	Achievements:
There are no activities to report during this period		
Outcome 3. Regional border management competence increased		
Overview: NLIBMLBNV connected with counterparts in Jordan to initiate regional cooperation.		
Logistical, administrative and delivery support for courses delivered by Lebanese trainers (3.1)	Target: <ul style="list-style-type: none"> - 10 courses delivered by Lebanese trainers - 120 regional students trained 	Achievements:
There are no activities to report during this period		
Representation/exchange missions for Lebanese representatives to regional states (3.2)	Target: <ul style="list-style-type: none"> - Three representation/exchange missions to regional states - 15 participants total. 	Achievements:
There are no activities to report during this period		

Host border management-themed regional conferences in Lebanon for representatives from regional states (3.3)	Target: - Three Migration-themed regional conferences	Achievements:
There are no activities to report during this period		

5. Progress at a glance (Against Logical Framework Indicators)

Indicator	Baseline	Target	Current status
Delivery of all activities mentioned within the project fiche	N/A	100% delivery of all activities	
Procurement and delivery of all equipment	N/A	Successful delivery of all equipment	
Number of participants in activities overall	N/A	800	
Number of maritime security learning product	N/A	1	
Number of trained participants	N/A	75	
Number of regional events held	N/A	15	
% participation of female participants in activities	N/A	At least 15%	
non-LAF participants involved in activities	N/A	At least 10%	
% of trained participants who demonstrate an increase in knowledge as a result of ICMPD trainings	N/A	90%	
% of training participants who report an increase in confidence and preparedness to use effectively the acquired equipment as a result of ICMPD trainings	N/A	90%	

Communication and visibility

Project factsheets are being distributed in meetings to introduce the project. The factsheets are branded to reflect the Netherlands funding.

6. Annexes

Reeds beoordeeld, zie ID 1290152

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Reeds beoordeeld, zie ID 1290152

5.1.2a

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From: 5.1.2e, 5.1.2e
5.1.2e Thur 3/23/2023 12:44:59 PM
Subject: Border and Vital Installations security
Received: Thur 3/23/2023 12:45:06 PM
[Border and vital installations security.pdf](#)

Hi 5.1.2e,

I hope all is well on your end. In the context of NL IBM project, we need to deliver three border management themed conferences in Lebanon which also include regional audience.

During my discussions with 5.1.2a they informed me that they, as part of a bigger group at LAF, are currently organizing "Border and Vital Installations Security" conference that address subjects related to safeguarding the maritime borders of Lebanon. I am attaching a copy of the conference brochure. I would like to consult with you regarding supporting this conference as part of this project phase as the topics are of high relevance to improving capacities for border management and may fit very well with our objectives. Please let me know your thoughts on this.

Regards,

5.1.2e 5.1.2e
5.1.2e

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Center for Research and
Strategic Studies (CRSS)



Under the Patronage of



Lebanese Armed Forces

BORDER AND VITAL INSTALLATIONS SECURITY



For more information, please visit:
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MAY 30-31, 2023
METROPOLITAN PALACE
HILTON HOTEL
BEIRUT, LEBANON

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Border and Vital Installations Security - BVIS in its first edition will address all subjects related to safeguarding the maritime borders of Lebanon. The conference shall also cover topics centered around the off-shore and in-land installations associated with the oil and gas excavations and drilling, that will take place in Lebanon and its economic zone. BVIS sessions will tackle the preparedness and requirements of the Lebanese military, technological solutions, and concepts of operations for dealing with safety and security hazards. This includes the implementation of the necessary legislation to facilitate the work of military and government agencies, the security of oil and gas facilities and employees, and the likely demands of the insurance companies.

BVIS will feature prominent speakers from the Lebanese military and relevant government bureaus, along with top executives from the security and defense industry, as well as the oil and gas industries. It will be an opportunity to bring together all the stakeholders in the oil and gas installations that will be established in the country, particularly those that will be responsible for providing security to the facilities and their work crews. There will be three-panel daily sessions with the possibility of closed roundtable discussions on the sidelines. Only registered and invited people will be allowed in the event, likely gathering a few hundred people from inside and outside the country. The presentations and discussions will lead to the production of a set of recommendations and policy proposals that will be sent to the relevant parties inside Lebanon and internationally.

Background: On October 27, 2022, Lebanese officials signed a U.S.-brokered maritime demarcation agreement with Israel, which paved the way for exploration work to resume in Lebanese waters with strong support from international players. The consortium comprising Total Energies, Eni, and Qatar Energy has proceeded with steps to accelerate exploration with the anticipation of finding oil and gas fields in Lebanese waters and economic zone. As Lebanon readies to enter the club of oil and gas-producing countries, it is seeking to acquire the knowledge of providing safety and security for all the infrastructure and facilities that will be established and to grow the capability needed for the task. Leading efforts for keeping the installations safe and secured is the LAF which is looking to enhance its air-sea operations and maritime capabilities. This will include offshore patrol vessels, unmanned systems (air and sea), ISR systems, secure communication systems, helicopters for maritime search and rescue, and firefighting helicopters and vessels.

At the direction of the Lebanese Armed Forces (LAF)

5.1.2e

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SEGMA signed an MOU with the Center for Research and Strategic Studies (CRSS) of the LAF to jointly organize BVIS.

The agenda for **BVIS** is put together by the conference's higher committee that is headed by the LAF. The detailed schedule along with the topics and speakers will be posted in due course. The following topics are some of the subjects being considered for the agenda:

5.1.2e

- Development of Legislation to Enhance Security and Safety Measures in the Maritime Security Sector
- Role of the Lebanese Armed Forces in Enforcing National and International Law
- Joint-Agency Collaboration for Border Security: Frameworks and Approaches
- Search and Rescue Requirements for Offshore Oil Facilities: Requirements and Challenges
- Lebanese Air Force Medical Evacuation Capabilities: Expectations and Requirements
- Role of the Navy in Maritime Crisis, Disaster Management, and Technical Assessment of the Geological and Environmental risks prior to and during excavation
- Risks and Effects of Oil Spills, and the Means of Prevention and Containment in an Unlikely Event
- The "Unknowable" Risk of Terrorism to Oil and Gas facilities: Precedents and Possibilities
- Role of the Lebanese Army in the Safety and Security of Critical Infrastructure Facilities
- Optimizing Cost-Effective Technologies to Build Efficient Security for Oil Rigs and Strategic Facilities
- Developing National Crisis Management Capabilities for the Safety of Critical Infrastructure Facilities
- Maritime Surveillance: Methodology and Technology to Protect Economic Zone and Coastal Areas

5.1.2e



BVIS will provide a valuable opportunity for all the stakeholders to come together and talk about safety, security, and the best means to provide them through supporting the LAF.

The event will group the following players:

- The top LAF commanders and concerned Lebanese government agencies.
- Senior executives of the consortium of oil companies (Total Energies, Eni, and Qatar Energy) leading the exploration work in the Lebanese waters.
- Senior executives of relevant industries such as security, defense, fire and safety, and insurance.
- Prominent subject-matter experts and academics.

Therefore, BVIS will be the perfect venue to exchange views and propose ideas and policies. BVIS will also share and present technologies that would provide solutions to enhance safety and security measures, to better help the oil and gas facilities offshore and inland become more secure. The event will also provide ample networking opportunities for senior officials and executives to discuss ideas and proposals.

Carefully designed sponsorship packages are available to share with all the companies interested in supporting this important event. For more information regarding participation and sponsorship, please contact

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at

5.1.2e @segma.co or call +971 5.1.2e

About **SEGMA**

The SEGMA team has over 25 years of experience in organizing conferences, symposiums, and exhibitions centered around security and defense. It organized the Security Middle East Show (SMES) conference and exhibition in Lebanon in 2015. The event was supported by the LAF and gathered a strong crowd of companies from many countries. The most recent event organized by SEGMA was the Manama Air Power Symposium (MAPS) last November 8, 2022, in Bahrain, held under the esteemed patronage of the King of Bahrain and the support of the Royal Bahrain Air Force.

To: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e @mindef.nl] 5.1.2e @mindef.nl]
Cc: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl]
From: 5.1.2e 5.1.2e
5.1.2e Fri 2/17/2023 9:30:33 AM
Subject: KMAR-BCC Meeting minutes
Received: Fri 2/17/2023 9:30:39 AM
20230208 - MoM - KMAR Meeting.docx

Dear 5.1.2e, Dear 5.1.2e

I hope all is well on your end. Please find attached a summary of the discussion points that we had during the meeting with LAF. I will also be sharing the presentations via WeTransfer as they are a bit large in size. Kindly confirm once successfully downloaded.

I also reached out to my colleagues in Jordan who are currently preparing an agreement with the Marechaussee. They are still in the process of preparing the agreement which will be focused on advance and expert level document security courses. We can use something similar to formalize the agreement for Lebanon once you identify the areas that KMAR will engage in.

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5.1.2e

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Meeting Minutes – Training Needs Identification Workshop with Netherlands Royal Maréchaussée

Date: 08.02.2023 (09:00 am – 13:00 pm)

Location: Border Control Committee, Yarzeh

Participants:

Netherlands Embassy: 5.1.2e 5.1.2e 5.1.2e

KMAR: 5.1.2e

LAF: 5.1.2e 5.1.2e 5.1.2e

ICMPD: 5.1.2e 5.1.2e 5.1.2e

Minutes

- 5.1.2e introduced himself and gave an operational overview of the Netherlands Royal Maréchaussée, highlighting that the KMAR is a police force with military status. It contributes to the execution of policies and tasks of 3 ministries
- KMAR has its own training centre and provides training abroad.
- 5.1.2e screened a video explaining the nature of the KMAR's work. He emphasized that he is eager to listen attentively to the needs expressed by the Lebanese Armed Forces (LAF) in order to be able to assess how to meet them.
- 5.1.2e gave an overview of how border control and management tasks are divided among 4 Lebanese security agencies and compared the Lebanese set-up to the KMAR's, while insisting that interagency cooperation is primordial and the agencies should always work in complementarity, instead of competing with each other.
- 5.1.2e 5.1.2e suggested the possibility of organizing a study visit to the Netherlands to visit the KMAR's facilities and observe how they operate.
- 5.1.2e gave an exhaustive presentation of LAF's tasks pertaining to border management and the work and priorities of the Border Control Committee (BCC) within the current prevailing circumstances, challenges and crises in Lebanon, while mentioning the following points:
 - LAF is now allowed to participate in international and/or UN missions abroad as observers.
 - 5.1.2a
 - 5.1.2a
 - LAF established the Land Border Regiments Training School (LBRTS) to provide training to the LBRs and at an interagency level as well.

- [REDACTED] 5.1.2a
- [REDACTED] 5.1.2a
- [REDACTED] 5.1.2a
- [REDACTED] 5.1.2a
- [REDACTED] 5.1.2a
- [REDACTED] 5.1.2a
- [REDACTED] 5.1.2e will share the content of his presentation.
- ICMPD indicated that two (2) topics have been identified at the inception of the project which are: Advanced and Expert Level Document Security Trainings and Advanced Trafficking in Human Beings Investigations (both to interagency audience). It is important to understand the existing capacities at the national level to be able to design training interventions accordingly without replications of the existing. For instance the LBRTS has a fully developed course on document security which was developed in previous phases together with IDCentre.
- In this regard, [REDACTED] 5.1.2e suggested to examine the current status of the Basic Document Security course delivered by the LBRTS by comparing it to the KMAR's material and course. He also proposed to have KMAR experts monitor the delivery of the course and to include the best performers in an advanced-level course and then in a Training of Trainers (ToT), while underscoring the importance of exchange of information and communication between LAF and KMAR.
- [REDACTED] 5.1.2e also proposed the delivery of a course on profiling, which could be useful to LAF elements stationed at the borders.
- Meetings can be set-up between LAF trainers and KMAR instructors to identify training needs and deliver customized training.
- National counterparts with advanced capacities should be involved as well.



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- Concerning the delivery of an Advanced Trafficking Investigations (THB A) course, it could be included under a bigger umbrella on investigations.
- **5.1.2e** suggested to put specialists together to consider how to meet the identified needs and stated that a follow-up meeting will be held before summer break.

Next Steps:

- KMAR will be analysing the training needs identified by LAF to assess the support it can provide in the identified areas
- KMAR shall identify subject matter experts in document security and border investigations (specifically trafficking in human being investigations) to follow up with more focused meetings with Lebanese counterparts to identify the existing capacities in these areas and the required support.

To: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e 5.1.2e 5.1.2e @minbuza.nl]
From: 5.1.2e 5.1.2e
5.1.2e Tue 12/6/2022 8:43:01 AM
Subject: Monthly Report - Nov 22
Received: Tue 12/6/2022 8:43:26 AM
NLIBMLBNV MR 2022.11 Final.pdf

Dear 5.1.2e, Dear 5.1.2e,





Kindly find attached the monthly report for the month of November 2022.

Regards,
5.1.2e

5.1.2e 5.1.2e
5.1.2e

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International Centre for Migration Policy Development - Lebanon
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**Netherlands Assistance to Lebanese Border
Agencies Lebanon (IBM) – phase V
(NL IBM5_Lebanon)**



Monthly Report [November/2022]

1. General information

Title of the action	Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V
Location of the action	Lebanon
Initial duration of the action	36 months (01/03/2022 – 28/02/2025)
Budget	2.5 Million Euro
Target countries	Lebanon, initially regionally partnering with: Iraq and Jordan
Beneficiaries	Lebanese and regional state migration actors (LAF, ISF, GS, LCA, STS)
Reporting period	01/11/2022 – 30/11/2022

2. Overview of progress

Brief description of the project	<p>The overall objective of NL IBM5 Lebanon is <i>“To facilitate Lebanese border agencies’ under the lead of the LAF as national and regional providers of expertise in order to strengthen regional border management capacities”</i>.</p> <p>Building on the successes of previous Netherlands-funded support, the Action will (1) enhance the professionalization of border management capacities within Lebanon, (2) directly contribute to the development of national and regional states’ border capacity, and (3) facilitate closer functional regional cooperation. This work continues to be essential to counter the ongoing threats to rule of law, health and economy caused by 5.1.2a</p>
Executive Summary	<p>NLIBMLBNV implemented the Hostile Environment Awareness Training at the LBRTS in 5.1.2a.</p> <p>NLIBMLBNV finalized the TNA for STS and sent it to the respective agency for final feedback.</p> <p>NLIBMLBNV conducted Document Examination Essentials ToT in partnership with the MCP Med TI.</p> <p>On the regional knowledge exchange, NLIBMLBNV implemented its first regional knowledge and experience exchange coordination session in Jordan with the participation of LAF, ISF and GS.</p>

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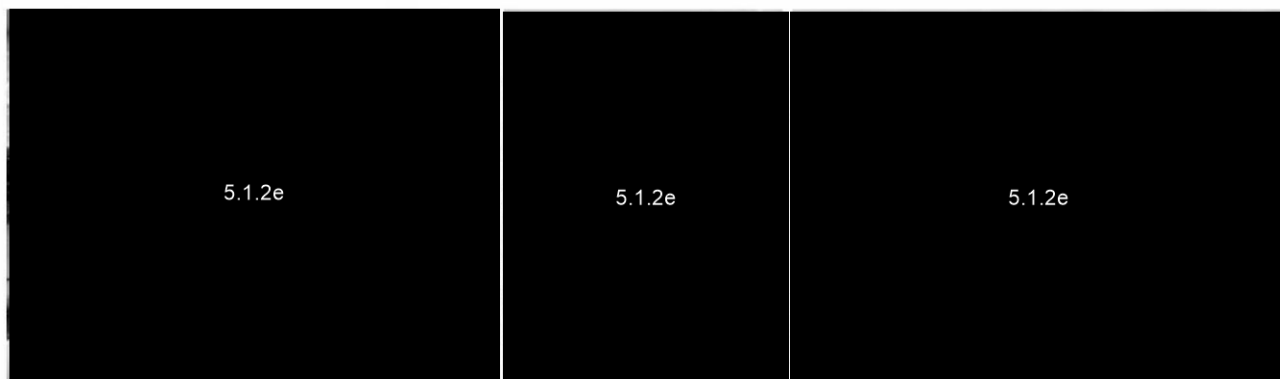
Challenges, barriers and responses	N.A.
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3. Acronyms

BCC	Border Control Committee
BCP	Border Crossing Point
Covid – 19	Corona Virus Disease 2019
DEE	Document Examination Essentials
DoA	Description of Action
ECTS	European Credit Transfer and Accumulation System
EQF	European Qualifications System
EUIBMLBN3	EU-Funded Strengthening Capability for Integrated Border Management Project
FP	Focal Point
Frontex	European Border and Coast Guard Agency
GFP	Gender Focal Point
GS	General Security
IBM	Integrated Border Management
IB	Implementation Body
ICMPD	International Centre for Migration Policy Development
ISF	Internal Security Forces
KMAR	Netherlands Royal Maréchaussée
LBR	Land Border Regiment
LBRTS	Land Border Regiment Training School
LAF	Lebanese Armed Forces
LCA	Lebanese Customs Administration
LCD	Lebanese Civil Defence
MCP Med TI /TI	Training Institute on Migration Capacity Partnership for the Mediterranean
MoFA	Ministry of Foreign Affairs
MQF	Malta Qualifications Framework
NL	Netherlands
RFQ	Request for Quotation
STE	Short-term Expert
STS	State Security

SWOT	Strengths, weaknesses, opportunities and threats
TNA	Training Needs Analysis
TOR	Terms of Reference

4. Project activities and progress toward outcomes and objectives

Outcome 1. Continued development of the LAF LBRTS in alignment with EU good practices and norms		
Overview: NLIBMLBNV started the implementation of trainings based on the needs identified in the LAF LBRTS TNA.		
Support to TNAs led by Lebanon (1.1)	Target: <ul style="list-style-type: none"> - Training needs and solutions for LAF CTS identified annually 	Achievements: <ul style="list-style-type: none"> - TNA for LAF LBRTS complete
The activity is complete.		
Study visits regionally or to EU states (1.2)	Target: <ul style="list-style-type: none"> - 3 study tours - 15 participants total 	Achievements:
There are no activities to report during this period.		
Specialist courses: pedagogical, educational management and advanced border management (1.3)	Target: <ul style="list-style-type: none"> - 150 participants in specialist training - 50 trainers achieving EU-accredited pedagogical certifications 	Achievements: <ul style="list-style-type: none"> - 2 trainers achieve ToT at EQF level 4 with 2 ECTS - 15 trainers trained on HEAT.
<p>NLIBMLBNV commenced the delivery of a HEAT ToT course for 15 trainers from the Land Border Regiments Training School. The course will run from November 28 until December 2 2022. Two experienced trainers from 5.1.2f a High-field Qualifications International Approved Centre delivered the course. The course is in line with Europe's New Training Initiative for Civilian Crisis Management (ENTRI) in the modules delivered. The detailed agenda of the course is presented in Annex I: HEAT ToT Agenda.</p> <div data-bbox="199 1279 1484 1657">  </div> <p>Figure 1: Pictures from the in-class and practical parts of the HEAT ToT</p> <p>NLIBMLBNV signed a contract with the Dual-Use Items (DUIs) expert. The expert will train a pool of LAF trainers on DUIs and deliver 3 courses for the LBRs during the months of January and February 2023.</p> <p>NLIBMLBNV published ToRs and a RFQ for the identification of a training provider that is able to deliver EU-accredited pedagogical "Train the Trainer" course during the first week of November. The application deadline was November 29, 2022. Applications will be revised and a service provider will be selected during the month of December.</p>		

Support for alignment of a training material to EU standards (1.4)	Target: <ul style="list-style-type: none"> - Two alignment workshops - Three training products aligned 	Achievements:
There are no activities to report during this period.		
Support for establishing a cooperation agreement with recognised EU educational institute (1.5)	Target: <ul style="list-style-type: none"> - One formal cooperation agreement 	Achievements:
There are no activities to report during this period.		
Training equipment procured and installed (1.6)	Target: <ul style="list-style-type: none"> - Low-cost high impact infrastructure/equipment directly related to the improvement of LAF training facilities installed 	Achievements: <ul style="list-style-type: none"> - 5.1.2a contract approved and signed.
NLIBMLBNV signed a contract with 5.1.2f for the provision of 5.1.2a at the LBRTS in 5.1.2a Installation will be completed in December.		
NLIBMLBNV is still waiting for LAF's official approval to contract PHOENIX for the repairs of 5.1.2a		
Support to the creation and delivery of a maritime port security course (1.7)	Target: <ul style="list-style-type: none"> - One maritime port security course (with full training material in English and Arabic) 	Achievements:
NLIBMLBNV published a call for a maritime port security expert and conducted interviews with shortlisted candidates. The expert is expected to develop the following: <ul style="list-style-type: none"> ▪ Assessment report on current situation on maritime port security detailing the role of each of the security agencies in maritime port security (including status of security plans, implementation, gaps) – Prelude to the TNA ▪ High level TNA report explaining the required competencies for Lebanon maritime port security personnel, the gaps and respective training needs. The report shall take into account the Beirut port reform and reconstruction plans and the strategy for the Lebanese ports going forward to ensure that the security aspects are in line with the planned reform ▪ Course concept for Lebanon maritime port security with identification of potential training providers 		
Support the delivery of border management training courses by the training school (1.8)	Target: <ul style="list-style-type: none"> - 100 participants of additional courses trained 	Achievements:
The LBRTS organised with the support of NLIBMLBNV a celebration on the occasion of the Lebanese Independence day at the LBRTS on November 23 2022. It invited 120 students and 10 teachers from 5.1.2a to spend the day at the LBRTS with 20 LAF officers and soldiers. 5.1.2a		
5.1.2a		

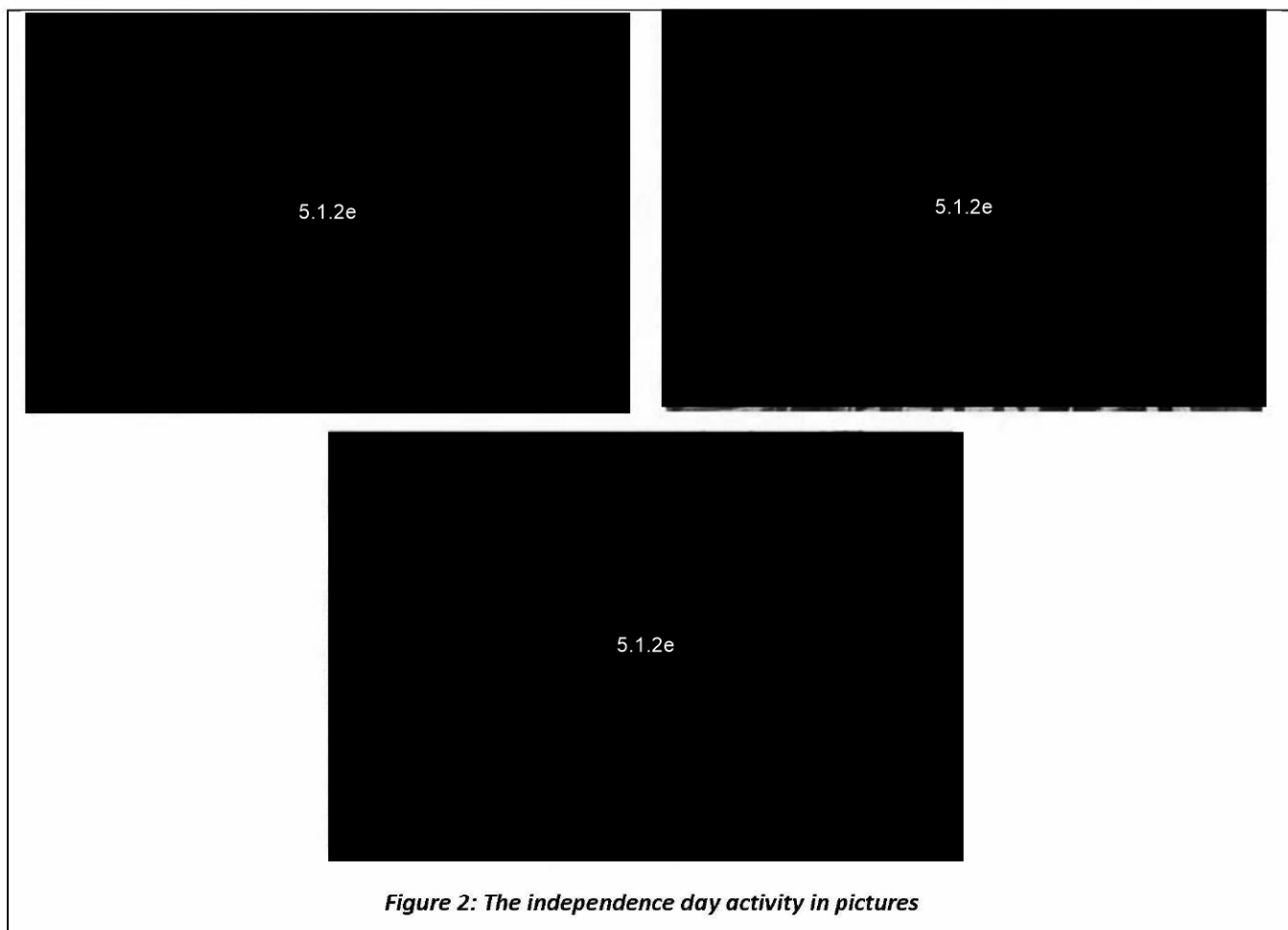


Figure 2: The independence day activity in pictures

Outcome 2. National border management competence increased		
Overview: NLIBMLBNV finalized TNAs for border agencies and started the implementation of trainings.		
Support to TNAs led by Lebanon (2.1)	Target: <ul style="list-style-type: none"> - Interagency training needs and solutions identified annually (ISF, GS, STS, LCA) 	Achievements: <ul style="list-style-type: none"> - Training needs for ISF, GS, LCA identified - TNA for STS completed.
NLIBMLBNV finalised the TNA for STS and submitted it to STS for their comments and approval. The detailed TNA is presented in Annex II.		
Study visits regionally or to EU states (2.2)	Target: <ul style="list-style-type: none"> - 2 study tours - 10 participants total 	Achievements:
There are no activities to report during this period.		
Support delivery of maritime port security courses led by Training School (2.3)	Target: <ul style="list-style-type: none"> - 75 participants trained 	Achievements:
There are no activities to report during this period.		

Delivery of document security courses to inter-agency/international audience (2.4)	Target: <ul style="list-style-type: none"> - Two advanced-level document security courses - 20 participants trained in advanced level security - One expert-level document security course 	Achievements:
No progress made on this front. NLIBM LBNV is still waiting for the discussions between NL 5.1.2e with the Royal Netherlands Maréchaussée that are planned to take place in December 2022.		
Delivery of advanced trafficking investigations (THB A) course (2.5)	Target: <ul style="list-style-type: none"> - Two THB A courses - 20 participants trained 	Achievements:
No progress made on this front. NLIBM LBNV is still waiting for the discussions between NL 5.1.2e with the Royal Netherlands Maréchaussée that are planned to take place in December 2022.		
Delivery and/or support to further courses identified by LAF-led TNAs (2.6)	Target: <ul style="list-style-type: none"> - 300 participants trained for other TNA-identified courses participants trained 	Achievements: <ul style="list-style-type: none"> - Seven (7) participants from GS trained
NLIBM LBNV implemented in partnership with the MCP Med TI a trainer induction course for seven (7) trainers from GS on Document Examination Essentials. The training took place between November 7 and 11 2022. The trainers who meet all the requirements of the course will become authorized trainers, and will be able to deliver EU-accredited DEE course at EQF level 4. The agenda of the course is presented in Annex III.		
Outcome 3. Regional border management competence increased		
Overview: NLIBM LBNV conducted the first regional activity in Amman, Jordan on knowledge and experience exchange.		
Logistical, administrative and delivery support for courses delivered by Lebanese trainers (3.1)	Target: <ul style="list-style-type: none"> - 10 courses delivered by Lebanese trainers - 120 regional students trained 	Achievements: <ul style="list-style-type: none"> -
There are no activities to report during this period.		
Representation/exchange missions for Lebanese representatives to regional states (3.2)	Target: <ul style="list-style-type: none"> - Three representation/exchange missions to regional states - 15 participants total. 	Achievements: <ul style="list-style-type: none"> - One (1) regional knowledge and experience exchange coordination session organised. - Six (6) participants from Lebanese security agencies
NLIBM LBNV held its first regional knowledge and experience exchange coordination session on November 23 2022, in Amman – Jordan, in coordination with the Integrated Border Management in Jordan project and Integrated Border Management in the Silk Routes Countries project, with the participation of delegations from the Hashemite Kingdom of Jordan, the Republic of Lebanon, and the Republic of Iraq. The coordination session aimed at providing an opportunity for participating officials from border management agencies from Lebanon, Iraq and Jordan to learn from each other, exchange on their challenges and ideas and explore possible ways to use available opportunities from existing projects, notably in terms of capacity development. The session succeeded in raising the interest of the participating countries on the value and		

importance of regional cooperation to develop capacities on integrated border management and allowed them to exchange their experience in the field of integrated border management. The coordination session created a platform for dialogue and engagement anchored towards the promotion of a multi-dimensional governance model where regional actors work together and develop tailor-made solutions to meet their capacity needs. It allowed the participants to identify thematic areas appropriate for expanding regional cooperation, discuss good practices and common challenges and consider potential joint activities, such as study visits and joint training courses, in the area of border management. NLIBM LBNV will develop a roadmap for joint regional activities and will share with the participating countries for their input and endorsement.

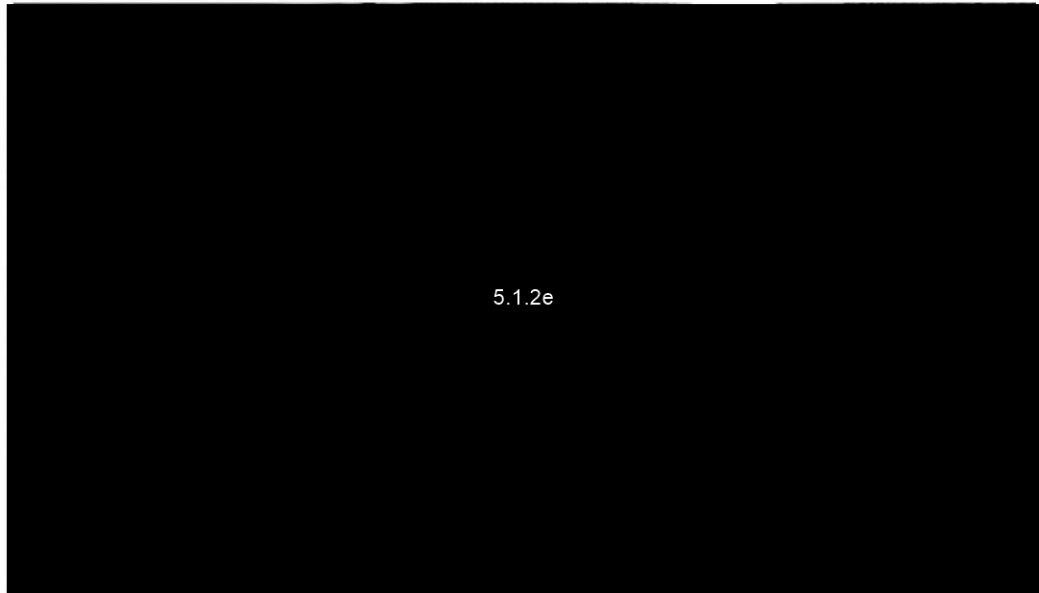


Figure 3: Representatives from Jordan, Lebanon, Iraq and ICMPD during the regional session

Host border management-themed regional conferences in Lebanon for representatives from regional states (3.3)

Target:

- Three Migration-themed regional conferences

Achievements:

There are no activities to report during this period

5. Progress at a glance (Against Logical Framework Indicators)

Indicator	Baseline	Target	Current status
Delivery of all activities mentioned within the project fiche	N/A	100% delivery of all activities	
Procurement and delivery of all equipment	N/A	Successful delivery of all equipment	
Number of participants in activities overall	N/A	800	233
Number of maritime security learning product	N/A	1	
Number of trained participants	N/A	75	23
Number of regional events held	N/A	15	1
% participation of female participants in activities	N/A	At least 15%	31.33%

non-LAF participants involved in activities	N/A	At least 10%	48.5% (includes regional actors)
% of trained participants who demonstrate an increase in knowledge as a result of ICMPD trainings	N/A	90%	
% of training participants who report an increase in confidence and preparedness to use effectively the acquired equipment as a result of ICMPD trainings	N/A	90%	

Communication and visibility

Project factsheets are being distributed in meetings to introduce the project. The factsheets are branded to reflect the Netherlands funding.

The project roll-up banner was designed and printed. One banner will be rolled up in the office, a second will be displayed in the Border Control Committee and a third will be displayed in the LBRTS.

Visibility items (notepads, notebooks, pens and folders, branded to reflect the Netherlands funding) were produced.

6. Annexes

Annex I: Basic HEAT ToT Agenda

This is the agenda for the 5-day Basic HEAT Training of Trainers course. The week will contain a degree of flexibility in order to allow us to adapt to the capabilities and needs of the group.

The participants will be run through the modules within the 3-day Basic HEAT course a number of times in line with the training principle of EDIP – Explain, Demonstrate, Imitate and Practice. Through this method they will become more competent in the subject and develop their ability to deliver the modules with the level of confidence needed.

The first day of the ToT will focus on the design and delivery of training in general and to non-military students in particular. This day is critically important as it is this ability that differentiates HEAT providers in the commercial sector.

The following three days will be spent learning and practicing the core modules. As the week progresses the participants will be required to deliver the modules back to the trainers and the rest of the class. To do this they will also need to prepare their own draft lesson plans, and any other training aids they might wish to use.

The final day will be the summative assessments for the International Award in Delivery of Training (IADT), International First Aid at Work and safe use of the AED (IFAAW) as well as their competence in the core modules.

They will deliver allocated modules as lead and support trainer(s) depending on the module they are assigned.

Day	Subject
1	Introduction to course planning and delivery, Training non-military students, Lesson planning and Learning and feedback styles.
2	Basic HEAT modules practice and delivery
3	Basic HEAT modules practice and delivery
4	Basic HEAT modules practice and delivery
5	Final assessment for ToT, IADT and IFAAW

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Netherlands Assistance to Lebanese Border
Agencies Lebanon (IBM) – phase V
(NL_IBM5_Lebanon)



		0830 0900	0900 - 1000	1000 - 1100	1100 - 1200	1200 1230	1230 1330	1330 - 1430	1430 - 1530	1530 - 1630	1630 - 1730
		0830 - 0930	0930 - 1030	1030 - 1230				1330 - 1730 45 min per session + slippage = 4 hrs			
Day 1	BREAKFAST	Welcome, course intro Cyber and information security and Grab bags	Mental Functioning Post Traumatic and Environmental Stress (PTES) awareness.	Catastrophic Bleeding STB With and without equipment			LUNCH	Fire Safety	Mines/UXO/ERW	Checkpoints	Behaviour Under Fire
Day 2	BREAKFAST	0830 - 0930	0930 - 1030	1030 - 1230				1330 - 1730 45 min per session + slippage = 4 hrs			
		Psychological First Aid	RAT/ADD	Capture and Captivity (incl Stages of kidnap, surveillance detection and avoidance, conflict management and de-escalation, rescue, mental resilience, carjacking)			LUNCH	Security Risk Assessment Building security and Safe Mission Planning	Situational Awareness, crowd dynamics	Driving standards, convoy security and vehicle safety	IED
Day 3	BREAKFAST	0830 0900	0900 0930	0930 - 1530						1530 - 1630	1630 - 1730
		Briefing and safety	Prepare to deploy	Rebel checkpoint/kidnapping/interrogation/Rescue exercise						Course debrief and exercise rationale	Course debrief, certificates and photo

In partnership with



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To: 5.1.2e, 5.1.2e, 5.1.2e [redacted]@minbuza.nl]
Cc: 5.1.2e, 5.1.2e [redacted]@icmpd.org]
From: 5.1.2e, 5.1.2e [redacted]
5.1.2e Fri 8/5/2022 12:43:54 PM
Subject: Monthly Report
Received: Fri 8/5/2022 12:43:59 PM
NLIBMLBNV MR 2022.07.pdf

Dear 5.1.2e,

Greetings!

My name is 5.1.2e 5.1.2e. I am the 5.1.2e for the fifth phase of the Netherlands Assistance to Lebanese Border Agencies project. Please allow me to welcome you to Lebanon and congratulate you on your new position. I look forward to working together on this project in the coming years.

Please find attached the first monthly report produced under this phase.

I also look forward to meeting you in person. Please let me know should you be available during the last week of August for an introductory meeting.

Regards,

5.1.2e 5.1.2e
5.1.2e

Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V
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**Netherlands Assistance to Lebanese Border
Agencies Lebanon (IBM) – phase V
(NL IBM5_Lebanon)**



Monthly Report [July/2022]

1. General information

Title of the action	Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V
Location of the action	Lebanon
Initial duration of the action	36 months (01/03/2022 – 28/02/2025)
Budget	2.5 Million Euro
Target countries	Lebanon, initially regionally partnering with: Iraq and Jordan
Beneficiaries	Lebanese and regional state migration actors (LAF, ISF, GS, LCA, STS)
Reporting period	01/07/2022 – 31/07/2022

2. Overview of progress

Brief description of the project	<p>The overall objective of NL IBM5 Lebanon is <i>“To facilitate Lebanese border agencies’ under the lead of the LAF as national and regional providers of expertise in order to strengthen regional border management capacities”</i>.</p> <p>Building on the successes of previous Netherlands-funded support, the Action will (1) enhance the professionalisation of border management capacities within Lebanon, (2) directly contribute to the development of national and regional states’ border capacity, and (3) facilitate closer functional regional cooperation. This work continues to be essential to counter the ongoing threats to rule of law, health and economy caused by 5.1.2a</p>
Executive Summary	<p>NLIBMLBNV kicked off project implementation on 01 July 2022 with both 5.1.2e and associate 5.1.2e on-board. A series of meetings were held with the beneficiaries, namely the Lebanese Armed Forces (LAF), Internal Security Forces (ISF), General Security (GS), State Security (STS) and Lebanese Customs Administration (LCA) to present the overall and specific objectives of the project and main activities.</p> <p>NLIBMIBMV has initiated the TNA process by building synergies with EU Funded Project ‘Strengthening Capability for Integrated Border Management in Lebanon (EU IBM Lebanon – Phase 3)’ implemented by ICMPD. The latter project is closely supporting LAF, ISF, GS, LCA to conduct TNA to strengthen the capabilities of Lebanese Border Agencies on border management topics.</p>

In partnership with



	<p>NLIBMLBNV has also established contact with the Training Institute on Migration Capacity Partnership for the Mediterranean (MCP Med TI) in order to prepare for the provision of specialist EU-accredited trainings.</p> <p>NLIBMLBNV connected with 5.1.1c for the delivery of document security courses. It should be noted that 5.1.1c has been the main partner for the delivery of these courses during the previous phases.</p> <p>Furthermore NLIBMLBNV initiated discussions with Jordanian counterparts regarding potential areas of cooperation as part of regional coordination and knowledge exchange.</p>
Challenges, barriers and responses	<p>LAF requested that ICMPD sign a project protocol to govern the cooperation under NLIBMLBNV. The implementation of project activities is contingent upon the signature of the protocol. Accordingly, ICMPD presented LAF with a proposal for the protocol that they are currently reviewing for signature.</p>

3. Acronyms

BCC	Border Control Committee
BCP	Border Crossing Point
Covid – 19	Corona Virus Disease 2019
DoA	Description of Action
EUIBMLBN3	EU-Funded Strengthening Capability for Integrated Border Management Project
FP	Focal Point
Frontex	European Border and Coast Guard Agency
GS	General Security
IBM	Integrated Border Management
IB	Implementation Body
ICMPD	International Centre for Migration Policy Development
ISF	Internal Security Forces
KMAR	Netherlands Royal Maréchaussée
LBR	Land Border Regiment
LBR TS	Land Border Regiment Training School
LAF	Lebanese Armed Forces
LCA	Lebanese Customs Administration
LCD	Lebanese Civil Defence
MCP Med TI /TI	Training Institute on Migration Capacity Partnership for the Mediterranean
NL	Netherlands

STE	Short-term Expert
STS	State Security
TNA	Training Needs Analysis
TOR	Terms of Reference

4. Project activities and progress toward outcomes and objectives

Outcome 1. Continued development of the LAF LBR TS in alignment with EU good practices and norms		
Overview: NLIBMLBNV kicked off the TNA process with the LBR TS to identify both training and infrastructure/equipment needs.		
Support to TNAs led by Lebanon (1.1)	Target: - Training needs and solutions for LAF CTS identified annually	Achievements:
On July 18 2022, NLIBMLBNV held a meeting with LBR TS to assess the current situation at the school and the training needs. This is the first of a series of meetings to develop a TNA for the school. NLIBMLBNV is in the data gathering and analysis phase.		
Study visits regionally or to EU states (1.2)	Target: - 3 study tours - 15 participants total	Achievements:
There are no activities to report during this period		
Specialist courses: pedagogical, educational management and advanced border management (1.3)	Target: - 150 participants in specialist training - 50 trainers achieving EU-accredited pedagogical certifications	Achievements:
<p>On June 29 2022, NLIBMLBNV visited together with representatives from MCP Med TI the LBR TS in 5.1.2a. The purpose of the visit was to discuss potential collaboration between the three parties to mainly support the accreditation of LBR TS trainers and courses. Lebanon has officially joined the governing board of MCP Med TI during the month of July 2022.</p> <p>On 13 and 29 July 2022, NLIBMLBNV contacted the TI via Zoom to follow-up on the results of the visit, and identify potential cooperation opportunities. NLIBMLBNV is now discussing with the TI, the delivery of EU-accredited ToT which is scheduled to take place between 26 September 2022 and 07 October 2022.</p> <p><u>Annex 1: Overview of the MCP MED TI</u></p>		
Support for alignment of a training material to EU standards (1.4)	Target: - Two alignment workshops - Three training products aligned	Achievements:
There are no activities to report during this period.		
Support for establishing a cooperation agreement with recognised EU educational institute (1.5)	Target: - One formal cooperation agreement	Achievements:
There are no activities to report during this period.		
Training equipment procured and installed (1.6)	Target:	Achievements:

	- Low-cost high impact infrastructure/equipment directly related to the improvement of LAF training facilities installed	
<p>The 5.1.2a subscription provided by the previous phase to the LBR TS through the provider 5.1.2f has expired and NLIBMLBNV is currently working on renewing this subscription since it is much needed specifically in the delivery of online trainings and attending online meetings.</p> <p>Following the installation of 5.1.2a through 5.1.1c company at the LBR TS during the previous phase, the 5.1.2a</p> <p>5.1.2a Both systems still have not been repaired and NLIBMLBNV is currently working with the supplier and LBR TS to resolve the problems and repair the damages. A meeting was held between NLIBMV, LAF LBRTS and Engineering Directorate and representatives from 5.1.1c on July 28 2022 to diagnose the problem and develop suitable solutions. Refer to annex 1 for detailed diagnosis and suggested solutions.</p> <p><u>Annex 2: Diagnosis and Solutions to 5.1.2a Systems at the LBR TS</u></p>		
Support to the creation and delivery of a maritime port security course (1.7)	Target: - One maritime port security course (with full training material in English and Arabic)	
There are no activities to report during this period.		
Support the training school to deliver of border management training courses by the training school (1.8)	Target: - 100 participants of additional courses trained	Achievements:
There are no activities to report during this period.		
Outcome 2. National border management competence increased		
Overview: NLIBMLBNV initiated the TNAs for the Lebanese border agencies.		
Support to TNAs led by Lebanon (2.1)	Target: - Interagency training needs and solutions identified annually (ISF, GS, STS, LCA)	Achievements:
NLIBMLBNV is working closely with EUIBMLBNIII on the TNA process. The latter has recruited a STE to conduct a TNA for LAF, ISF, GS, LCA and LCD. In order to avoid duplication of work and build synergies with EUIBMIII, NLIBMLBNV attended a Zoom meeting held on 20 July 2022 by STE 5.1.2e with representatives from the agencies to discuss the TNA and held a meeting with her on 26 July 2022 as a follow-up. The project will contribute to the finalization of the TNAs as necessary and will build on them to identify relevant trainings for the respective agencies.		
Study visits regionally or to EU states (2.2)	Target: - 2 study tours - 10 participants total	Achievements:
There are no activities to report during this period.		

Support delivery of maritime port security courses led by Training School (2.3)	Target: <ul style="list-style-type: none"> - 75 participants trained 	Achievements:
There are no activities to report during this period.		
Delivery of document security courses to inter-agency/international audience (2.4)	Target: <ul style="list-style-type: none"> - Two advanced-level document security courses - 20 participants trained in advanced level security - One expert-level document security course 	Achievements:
<p>In preparation for the delivery of two advanced-level document security courses and one expert-level document security course, NLIBMLBNV held a meeting on 21 July 2022 over Zoom, with 5.1.1c a Frontex Partnership Academy, which has been the main partner during previous phases in the delivery of document security courses. The purpose of the meeting is to start planning the courses to be delivered during fall 2022. 5.1.1c collaborates with the Netherlands Royal Marechaussee (KMAR) in the delivery of the document security courses. As a next step, 5.1.1c will send a suggested programme to be reviewed by NLIBMLBNV and will coordinate with KMAR.</p>		
Delivery of advanced trafficking investigations (THB A) course (2.5)	Target: <ul style="list-style-type: none"> - Two THB A courses - 20 participants trained 	
There are no activities to report during this period		
Delivery and/or support to further courses identified by LAF-led TNAs (2.6)	Target: <ul style="list-style-type: none"> - 300 participants trained for other TNA-identified courses participants trained 	Achievements:
There are no activities to report during this period		
Outcome 3. Regional border management competence increased		
Overview: NLIBMLBNV connected with counterparts in Jordan to initiate regional cooperation.		
Logistical, administrative and delivery support for courses delivered by Lebanese trainers (3.1)	Target: <ul style="list-style-type: none"> - 10 courses delivered by Lebanese trainers - 120 regional students trained 	Achievements:
<p>NLIBMLBNV connected with IBM project in Jordan over a Zoom call on July 26 2022 to discuss potential areas of collaboration between Lebanese and Jordanian border agencies. It was agreed that border agencies from each country prepare a paper explaining their capacities in regards to integrated border management. Accordingly, this will be the basis for identifying areas for regional knowledge exchange and cooperation to fill in the existing gaps.</p>		

Representation/exchange missions for Lebanese representatives to regional states (3.2)	Target: <ul style="list-style-type: none"> - Three representation/exchange missions to regional states - 15 participants total. 	Achievements:
There are no activities to report during this period		
Host border management-themed regional conferences in Lebanon for representatives from regional states (3.3)	Target: <ul style="list-style-type: none"> - Three Migration-themed regional conferences 	Achievements:
There are no activities to report during this period		

5. Progress at a glance (Against Logical Framework Indicators)

Indicator	Baseline	Target	Current status
Delivery of all activities mentioned within the project fiche	N/A	100% delivery of all activities	
Procurement and delivery of all equipment	N/A	Successful delivery of all equipment	
Number of participants in activities overall	N/A	800	
Number of maritime security learning product	N/A	1	
Number of trained participants	N/A	75	
Number of regional events held	N/A	15	
% participation of female participants in activities	N/A	At least 15%	
non-LAF participants involved in activities	N/A	At least 10%	
% of trained participants who demonstrate an increase in knowledge as a result of ICMPD trainings	N/A	90%	
% of training participants who report an increase in confidence and preparedness to use effectively the acquired equipment as a result of ICMPD trainings	N/A	90%	

Communication and visibility

NLIBMLBNV designed project factsheets that are being distributed in meetings to introduce the project. The factsheets are branded to reflect the Netherlands funding.

6. Annexes

Annex 1: Overview of the MCP MED TI

Summary

The Training Institute on Migration Capacity Partnership for the Mediterranean (MCP Med TI) is a flagship initiative by the Maltese government funded by Denmark, Malta, Austria, and the European Union and implemented by ICMPD. It provides quality assured learning experiences resulting in recognised qualifications and awards to a variety of migration actors, ranging from technical front-line governmental and NGO staff, to decision makers and thought leaders. Whilst its main aim is to deliver a full range of tailored learning and coaching products and solutions, it hopes to create a space for peer learning, mentoring, and fostering trust-based partnerships.

Aim

To contribute to building migration capacity partnerships by establishing a permanent and accredited regional training institute offering quality-assured, bespoke learning and coaching experiences that result in certification for migration actors.

Objectives

- Provide access to quality, cost-effective training designed to transfer the methods, tools and approaches to respond effectively and proactively to the emerging migration priorities both at the national and regional level;
- Promote and foster an organisational environment that values development, dialogue, joint initiatives and multilateral cooperation;
- Leverage technology resources and tools to improve and enhance workflow efficiency.

Accreditation by the Malta Further and Higher Education Authority

The MCP Med TI is officially licenced by the Malta Further and Higher Education Authority as a Further Education Institute (Licence number: 2021-16).

Resources

- The Training Institute provides physical, virtual, and support services to learners in order to provide them with the best learning experience possible.
- An accessible (including for those with disabilities), state-of-art training facility for in-person learning fully compliant with Health and Safety Regulations;
- A combined computer-based teaching and distance learning classroom;
- A comfortable break room;
- Access to both physical and electronic libraries of custom-made, quality assured learning products and reference material.

Annex 2: Diagnosis and Solutions to 5.1.2a Systems at the LBR TS

5.1.2a

- Diagnosis:

5.1.2a malfunctioned and displayed 5.1.2a This error occurs very rarely and can't be scientifically explained. It is the first time that 5.1.1c .1c encounters such an error 5.1.2a

- Suggested solutions:

In order to ensure 5.1.2a will function properly again, 5.1.2a

5.1.1c .1c
5.1.1c .1c 5.1.2a

In order to avoid any other malfunctions in the future, and since the source of the malfunction can't be determined with an 5.1.2a and therefore it is impossible to identify if the problem pertains to the input or the output, the following solution was suggested:

- Installing 5.1.2a
- Installing 5.1.2a

5.1.1c .1c will ask for confirmation from 5.1.2f about the validity of this solution.

Based on the recommendations of 5.1.2f NLIBMLBNV will request a quotation for providing the suggested solution.

The LBR TS requested 5.1.1c .1c to provide it with 5.1.2a in order to deal with any other issue that might arise.

5.1.2a System

- Diagnosis:

5.1.2a

- Suggested solutions:

5.1.2a

The above solutions are not covered within the warranty and the costs will be covered by NLIBMLBNV should they be adopted. NLIBMLBNV will request a quotation for the above.

To: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e 5.1.2e 5.1.2e @minbuza.nl]
From: 5.1.2e 5.1.2e
5.1.2e Thur 1/5/2023 12:15:46 PM
Subject: Monthly Report December 2022
Received: Thur 1/5/2023 12:16:06 PM
NLIBMLBNV MR 2022.12 Final.docx

Dear 5.1.2e, Dear 5.1.2e,

Happy New Year! May this year bring you good health and great achievements.

I start this new year with the monthly report for December 22, please find it attached.





I would also like to check if 5.1.2e managed to discuss with the Marechaussee the trainings planned in partnership with them for 2023 (Document Security and Trafficking in Human Beings Investigations). Any updates on this front are much appreciated.

Regards,

5.1.2e 5.1.2e
5.1.2e

Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V
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1. General information

Title of the action	Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V
Location of the action	Lebanon
Initial duration of the action	36 months (01/03/2022 – 28/02/2025)
Budget	2.5 Million Euro
Target countries	Lebanon, initially regionally partnering with: Iraq and Jordan
Beneficiaries	Lebanese and regional state migration actors (LAF, ISF, GS, LCA, STS)
Reporting period	01/12/2022 – 31/12/2022

2. Overview of progress


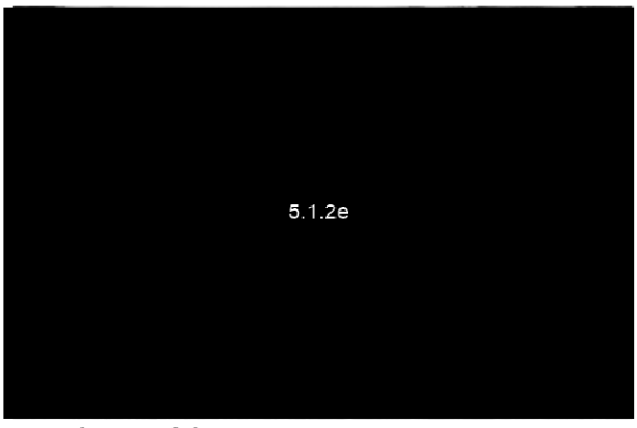
Brief description of the project	<p>The overall objective of NL IBM5 Lebanon is <i>“To facilitate Lebanese border agencies’ under the lead of the LAF as national and regional providers of expertise in order to strengthen regional border management capacities”</i>.</p> <p>Building on the successes of previous Netherlands-funded support, the Action will (1) enhance the professionalization of border management capacities within Lebanon, (2) directly contribute to the development of national and regional states’ border capacity, and (3) facilitate closer functional regional cooperation. This work continues to be essential to counter the ongoing threats to rule of law, health and economy caused by 5.1.2a.</p>
Executive Summary	<p>NLIBMLBNV concluded the implementation of the Hostile Environment Awareness Training at the LBRTS in 5.1.2a.</p> <p>NLIBMLBNV conducted Document Examination Essentials courses in partnership with the MCP Med TI.</p> <p>On the regional knowledge exchange, NLIBMLBNV is following up on the recommendations elaborated during the knowledge and experience exchange coordination session in Jordan.</p>
Challenges, barriers and responses	N.A.

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3. Acronyms

BCC	Border Control Committee
BCP	Border Crossing Point
CBRN	Chemical, biological, radiological, nuclear
CCC	Common Core Curriculum
Covid – 19	Corona Virus Disease 2019
DEE	Document Examination Essentials
DoA	Description of Action
ECTS	European Credit Transfer and Accumulation System
EQF	European Qualifications System
EUIBMLBN3	EU-Funded Strengthening Capability for Integrated Border Management Project
FP	Focal Point
Frontex	European Border and Coast Guard Agency
GFP	Gender Focal Point
GS	General Security
IBM	Integrated Border Management
IB	Implementation Body
ICMPD	International Centre for Migration Policy Development
ISF	Internal Security Forces
KMAR	Netherlands Royal Maréchaussée
LBR	Land Border Regiment
LBRTS	Land Border Regiment Training School
LAF	Lebanese Armed Forces
LCA	Lebanese Customs Administration
LCD	Lebanese Civil Defence
MCP Med TI /TI	Training Institute on Migration Capacity Partnership for the Mediterranean
MoFA	Ministry of Foreign Affairs
MQF	Malta Qualifications Framework
NL	Netherlands
RFQ	Request for Quotation
STE	Short-term Expert
STS	State Security
SWOT	Strengths, weaknesses, opportunities and threats
TNA	Training Needs Analysis
TOR	Terms of Reference

4. Project activities and progress toward outcomes and objectives

Outcome 1. Continued development of the LAF LBRTS in alignment with EU good practices and norms		
Overview: NLIBMLBNV started the implementation of trainings based on the needs identified in the LAF LBRTS TNA.		
Support to TNAs led by Lebanon (1.1)	Target: <ul style="list-style-type: none"> - Training needs and solutions for LAF CTS identified annually 	Achievements: <ul style="list-style-type: none"> - TNA for LAF LBRTS complete
The activity is complete.		
Study visits regionally or to EU states (1.2)	Target: <ul style="list-style-type: none"> - 3 study tours - 15 participants total 	Achievements:
There are no activities to report during this period.		
Specialist courses: pedagogical, educational management and advanced border management (1.3)	Target: <ul style="list-style-type: none"> - 150 participants in specialist training - 50 trainers achieving EU-accredited pedagogical certifications 	Achievements: <ul style="list-style-type: none"> - 2 trainers achieve ToT at EQF level 4 with 2 ECTS - 15 trainers trained on HEAT.
<p>NLIBMLBNV concluded the delivery of its HEAT ToT course for 15 trainers from the Land Border Regiments Training School on December 2, 2022. Participants received a certificate of achievement from NLIBMLBNV and 5.1.2f 5.1.2f in addition to Stop the Bleed certificates issued from the American College of surgeons. The ToT was generally well received and well evaluated, with the overall satisfaction level (most positive) reaching 85.7%. NLIBMLBNV held a debrief meeting on December 5, 2022 with the two experts who delivered the course, 5.1.2e 5.1.2e LBRTS and two officials from the school's training department. The experts gave an overall assessment of the course based on their own feedback survey, presented evaluations of the trainers and discussed with 5.1.2e 5.1.2e of the school the modalities and mechanics to be adopted when LAF delivers its first HEAT course to civilians. The LBRTS plans to deliver the first HEAT course to civilians in the second quarter of 2023. They will be assisted by one of the HEAT trainers to mentor them during the delivery of the first course.</p> <div>   </div>		
<p>Figure 1: Pictures from the practical parts of the HEAT ToT</p>		
<p>NLIBMLBNV is undertaking preparations for the Dual-Use Items (DUIs) ToT, planned from 16 to 19 January 2023, to create a pool of LAF trainers on DUIs and the subsequent 3 foundation level training courses that will be delivered for an</p>		

inter-agency audience (LAF, ISF, GS, STS, LCA) from 31 January to 10 February 2023. NLIBMLBNV held a Zoom meeting on 15 December 2022 with the STE, 5.1.2e BCC and his assistant, 5.1.2e LBRTS and LAF representatives from the Intelligence, Navy and the CBRN department in order to discuss the syllabi of the ToT and foundation-level courses and the possibility of organizing advanced-level training courses, incorporate suggestions and comments and finalise the modalities of the training sessions.

Annex I: Syllabi of the DUIs Tot and Foundation-Level Courses

Following a competitive procurement procedure, NLIBMLBNV reviewed the application for the identification of a training provider that is able to deliver EU-accredited pedagogical "Train the Trainer" and selected 5.1.2f as the training provider. NLIBMLBNV launched the contracting process. Three Train the Trainer courses will be delivered from 21 to 24 February 2023, 27 February to 2 March 2023 and 6 to 9 March 2023 respectively with two final assessment sessions on 20 and 21 March 2023.

Support for alignment of a training material to EU standards (1.4)	Target: <ul style="list-style-type: none"> - Two alignment workshops - Three training products aligned 	Achievements:
--	---	----------------------

NLIBMLBNV held a meeting with 5.1.2e LBRTS 5.1.2e to discuss the next steps for enhancing the quality and compatibility of training products offered by LAF. The discussions evolved around the alignment of the training curriculum to the Frontex Common Core Curriculum. The Common Core Curriculum for Border Guard Basic Training in the EU is a curriculum establishing learning standards for the border at the operational level in European Union Member States. 5.1.2e LBRTS welcomed the idea and assured that he and his team will exert all efforts to make this mission possible as they see a strong added value in it. Accordingly, NLIBMLBNV will reach out to Frontex to agree on the next steps and will contract an expert to support in the assessment phase as a first step.

Support for establishing a cooperation agreement with recognised EU educational institute (1.5)	Target: <ul style="list-style-type: none"> - One formal cooperation agreement 	Achievements:
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There are no activities to report during this period.

Training equipment procured and installed (1.6)	Target: <ul style="list-style-type: none"> - Low-cost high impact infrastructure/equipment directly related to the improvement of LAF training facilities installed 	Achievements: <ul style="list-style-type: none"> - 5.1.2a approved and signed. - 5.1.2a provided - 5.1.1c financial offer approved
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Installation of 5.1.2a at the LBRTS was completed.

NLIBMLBNV is in the process of contracting 5.1.2f for the repairs 5.1.2a after LAF gave its approval. The contract is expected to be signed in January 2023, after which the repairs will start.

Support to the creation and delivery of a maritime port security course (1.7)	Target: <ul style="list-style-type: none"> - One maritime port security course (with full training material in English and Arabic) 	Achievements:
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NLIBMLBNV recruited STE 5.1.2e in order to analyse the situation at ports, conduct a baseline assessment of the maritime port security and a gaps and training needs analysis and draft a course concept. NLIBMLBNV is undertaking all of the necessary logistical arrangements for the expert's mission to Lebanon, which is expected to take place in February 2023.

Support the delivery of border management training courses by the training school (1.8)	Target: - 100 participants of additional courses trained	Achievements:
There are no activities to report during this period.		
Outcome 2. National border management competence increased		
Overview: NLIBMLBNV finalized TNAs for border agencies and started the implementation of trainings.		
Support to TNAs led by Lebanon (2.1)	Target: - Interagency training needs and solutions identified annually (ISF, GS, STS, LCA)	Achievements: - Training needs for ISF, GS, LCA identified - TNA for STS completed.
STS approved the TNA. The activity is complete.		
Study visits regionally or to EU states (2.2)	Target: - 2 study tours - 10 participants total	Achievements:
There are no activities to report during this period.		
Support delivery of maritime port security courses led by Training School (2.3)	Target: - 75 participants trained	Achievements:
There are no activities to report during this period.		
Delivery of document security courses to inter-agency/international audience (2.4)	Target: - Two advanced-level document security courses - 20 participants trained in advanced level security - One expert-level document security course	Achievements:
No progress made on this front. NLIBMLBNV is still waiting for the outcomes of the discussions between NL 5.1.2e with the Royal Netherlands Maréchaussée.		
Delivery of advanced trafficking investigations (THB A) course (2.5)	Target: - Two THB A courses - 20 participants trained	Achievements:
No progress made on this front. NLIBMLBNV is still waiting for the outcomes of the discussions between NL 5.1.2e with the Royal Netherlands Maréchaussée.		
Delivery and/or support to further courses identified by	Target: - 300 participants trained for other	Achievements: - Seven (7) participants from GS trained

LAF-led TNAs (2.6)	TNA-identified participants trained	courses
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In partnership with MCP MED TI in Malta, GS authorized trainers and training assistants delivered two (2) EU accredited Document Examination Essentials training courses to a total of 21 Lebanese Students from GS and ISF.

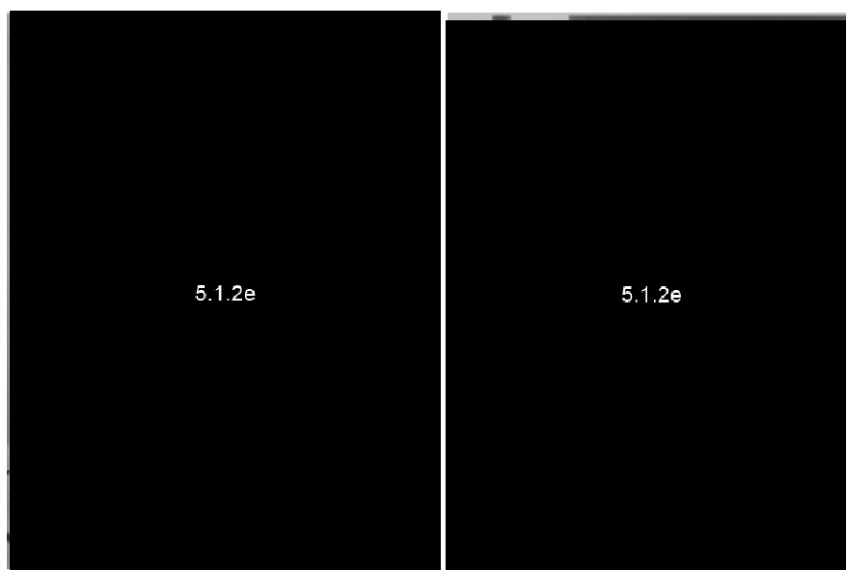


Figure 2: GS trainers deliver and assist in the delivery of the theoretical and practical parts of the 2 DEE courses

Outcome 3. Regional border management competence increased

Overview: NLIBMLBNV conducted the first regional activity in Amman, Jordan on knowledge and experience exchange.

Logistical, administrative and delivery support for courses delivered by Lebanese trainers (3.1)	Target: <ul style="list-style-type: none"> - 10 courses delivered by Lebanese trainers - 120 regional students trained 	Achievements: <ul style="list-style-type: none"> - 1 course delivered by Lebanese trainers to regional audience - 7 students trained
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In partnership with MCP MED TI in Malta, GS authorized trainers delivered an EU-accredited Document Examinations Essential course to a regional audience including participants from Libya and Lebanon from 5 until 9 December 2022. The courses have a MQF level 4, with 2 ECTS.

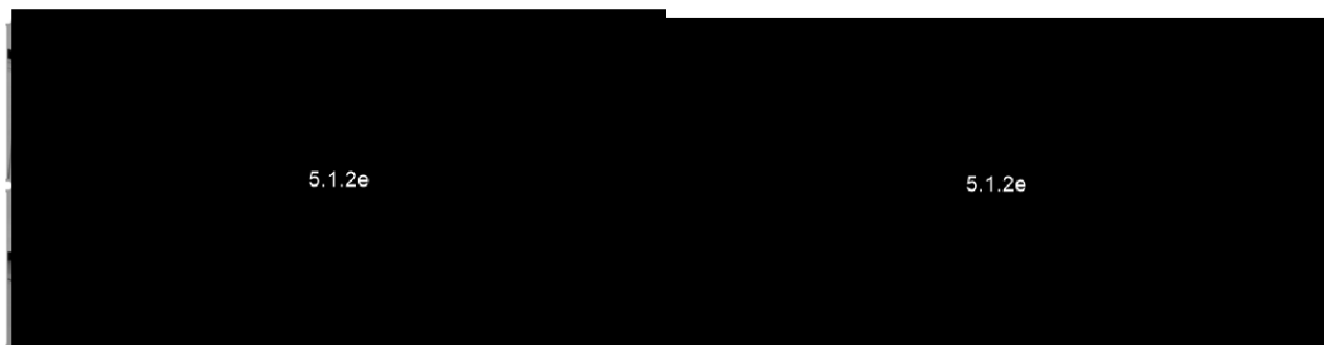


Figure 3: Authorized GS trainer delivers the DEE course to a regional audience

Representation/exchange missions for Lebanese representatives to regional states (3.2)	Target: <ul style="list-style-type: none"> - Three representation/exchange missions to regional states 	Achievements: <ul style="list-style-type: none"> - One (1) regional knowledge and experience exchange coordination session organised.
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	- 15 participants total.	- Six (6) participants from Lebanese security agencies
<p>Following the regional knowledge and experience exchange coordination session held on November 23 2022, NLIBM LBNV held a meeting with the Integrated Border Management Project in the Silk Route Countries to discuss the outcomes of the session and agree on upcoming steps. Three (3) potential areas for future activities were identified:</p> <ul style="list-style-type: none"> • Contingency planning • Border community engagement and their role in integrated border management • Integrated border management workshop or trilateral meeting 		
Host border management-themed regional conferences in Lebanon for representatives from regional states (3.3)	Target: - Three Migration-themed regional conferences	Achievements:
There are no activities to report during this period		

5. Progress at a glance (Against Logical Framework Indicators)

Indicator	Baseline	Target	Current status
Delivery of all activities mentioned within the project fiche	N/A	100% delivery of all activities	
Procurement and delivery of all equipment	N/A	Successful delivery of all equipment	
Number of participants in activities overall	N/A	800	266
Number of maritime security learning product	N/A	1	
Number of trained participants	N/A	75	56
Number of regional events held	N/A	15	1
% participation of female participants in activities	N/A	At least 15%	29.3%
non-LAF participants involved in activities	N/A	At least 10%	61.5%
% of trained participants who demonstrate an increase in knowledge as a result of ICMPD trainings	N/A	90%	91.1%
% of training participants who report an increase in confidence and preparedness to use effectively the acquired equipment as a result of ICMPD trainings	N/A	90%	

Communication and visibility

Project factsheets are being distributed in meetings to introduce the project. The factsheets are branded to reflect the Netherlands funding.

The project roll-up banner was designed and printed. One banner will be rolled up in the office, a second will be displayed in the Border Control Committee and a third will be displayed in the LBRTS.

Visibility items (notepads, notebooks, pens and folders, branded to reflect the Netherlands funding) were produced.

6. Annexes

Annex I: Syllabi of the DUIs ToT and 3 foundation-level courses

Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – Phase V

Training on Dual-Use Items

Training summary
<p>The training on dual use items (DUI) is designed to support the Land Border Regiments and other relevant units within the Lebanese Armed Forces acquire the necessary knowledge and skills to be able to identify goods and commodities that can be used in illegal activities. This includes an aspect of interagency collaboration, risk assessment, etc.</p> <p>The training aims to further professionalise border management education and capacities in Lebanon as well as to enhance national and regional border management capacities through one train-the-trainer and three foundation level training courses. Besides these training activities, training material on dual use items for the LAF Land Border Regiment Training School (LBRTS) will be made ready to use in future training activities.</p>
Location:
5.1.2a
Trainees
5.1.2a
Trainer(s)
5.1.2e
Optimal Number of Participants
For ToT- up to 15 participants For foundation level courses (3 sessions)- up to max. 68 participants, 22 participants per session
Date and Length of the Training
4 days ToT – Theoretical and practical (16 – 19 January 2023) 9 days – 3 foundation level courses (30 January – 1 February 2023 / 2 - 6 February 2023 / 7 – 10 February 2023 [excluding 9 February])
Learning Outcomes
<ul style="list-style-type: none">• Improvement of the basic knowledge and identification techniques, procedures of DUI at the borders• Raised awareness of classification and identification of controlled goods in order to identify current threats and risks associated with dual-use goods and technologies• Sustainability of capacities of LAF through the development of a pool of trainers and gaining skills to deliver basic DUI training course• Enhanced inter-agency cooperation among national border control agencies
Agenda (Include here the topics that will be covered)
FOUNDATION LEVEL TRAINING COURSES (3 events x 3 days)
<u>DAY 1:</u> 1.1 Welcome, Introduction, the introduction of participants & Initial knowledge assessment

1.2 Understanding dual-use items (DUI)

- Key Terms and Definitions
- Reasons to control of DUI
- Agencies to control of DUI
- Tools to control of DUI
- Description of their uses
- Categories/Product groups of DUI
- Types and phases of nuclear, biological and chemical weapons development
- Precursors, agents and toxins
- Dual use chemicals (DUCs) used for manufacturing improvised explosive devices (IEDs)
- Partner entities

1.2 Identification of DUI

- Labelling, packaging, placards
- Harmonized System (HS)
- Chemical Abstracts Service (CAS) Codes,
- UN system and UN identifications numbers
- The orange book,
- Classes of dangerous goods,
- Harmonized System (HS),
- Chemical Abstracts Service (CAS) Codes,
- Documents related to international transfer of DUI

DAY 2:

2.1 Legislative Framework for dual use trade control

- National legislation and regulation
- European Union regulation
- International instruments
- United Nations Security Council Resolutions
- Dual-use regulation's enforcement

2.2 Framework of internationally agreed dual-use controls regimes (with guiding resources and links)

- The Australia Group,
- The Missile Technology Control Regime,
- The Nuclear Suppliers Group,
- The Wassenaar Arrangement
- The Zangger committee

2.3 Presentation by national stakeholders

1. Lebanese Armed Forces
2. Internal Security Forces
3. General Security
4. State Security
5. Lebanese Customs Administration

(Each presentation is limited to max.10 minutes and is expected to highlight:

- (i) their administrations' current capacity (including technical equipment) relating to DUI (identification; prevention, detection and investigation of illegal cross-border movement of DUI)
- (ii) needs relating to DUI (including training, equipment, experience and best practice sharing)

2.4 Potential modus operandi and means of illegal cross-border transfer of DUI

2.5 Risk assessment; profiling and targeting (with guiding resources and links)

- Modus operandi
- Risk assessment, profiling and targeting
- Risk indicators
 - Documents
 - Vessels
 - Containers
 - Traders

2.6 Basic Inspection techniques and guidelines for vehicles (with guiding resources and links)

DAY 3:

3.1 Strategic and Dual use export licencing system

3.2 Safety and security

- Basic handling and inspection procedures of dangerous goods
- Handling of orphan dangerous goods
- ID related actions including sampling
- First responding procedure
- Personnel protective equipment
- Material Safety Data Sheet
- Safety signs
- Safe storage and transportation, destruction and disposal

3.2 Overview of and dual-use investigative procedures (with guiding resources and links)

Final knowledge assessment, training delivery evaluation, closure of the training and issue of certificates

DAY 1,2, and 3 : COMMON Integrated practical parts

- Best/good practices
- Useful resources
- Case studies/examples
- Group and individual exercises
- Q& A sessions
- Daily wrap-up

TRAIN-THE-TRAINER COURSE ON DUAL-USE ITEMS (1 event x 4 days)

DAY 1:

1.1 Theoretical part

- Welcome, Introduction, the introduction of participants & Initial knowledge assessment

- Understanding dual-use items (DUI)
- Identification of DUI

1.2 Practical part

Discussion on:

- Training materials and aids
- Resources search for useful sources via open sources
- Best/good practices
- Case studies/examples
- Group and individual exercises
- Brain storms
- Q& A sessions
- Daily wrap-up

DAY 2:

2.1 Theoretical part:

- Legislative Framework for dual use trade control
- Framework of internationally agreed dual-use controls regimes (with guiding resources and links)
- Risk assessment; profiling and targeting (with guiding resources and links)
- Basic Inspection techniques and guidelines for vehicles (with guiding resources and links)

2.2 Practical part

Discussion on:

- Training materials and aids
- Resources search for useful sources via open sources
- Best/good practices
- Case studies/examples
- Group and individual exercises
- Brain storms
- Q& A sessions
- Daily wrap-up

DAY 3:

3.1 Theoretical parts

- Strategic and Dual use export licencing system
- Safety and security measures
- Overview of and dual-use investigative procedures (with guiding resources and links)
- *Final knowledge assessment. training delivery evaluation, closure of the training and issue of certificates*

3.2 Practical part

Discussion on:

- Training materials and aids
- Resources search for useful sources via open sources
- Best/good practices
- Case studies/examples
- Group and individual exercises
- Brain storms
- Q& A sessions

- Daily wrap-up

DAY 4:

4.1 Theoretical and practical parts

- Development of DUI related training program
- Training related gap and need analysis
- Selection and development of training aids, handouts
- Trainers and Trainees
- Training and Knowledge assessment
- Assessment and exercising techniques
- Administrative and technical arrangements
- Handling opening and closing business

Final knowledge assessment, training delivery evaluation, closure of the training and issue of certificates

Training Materials

Theoretical part:

- Presentations
- Posters and Pictures
- Relative samples-equipment
- Analytical reports
- Databases
- Cooperation, Communication, Exchange of information channels

Practical part:

- Brain storms
- Q& A sessions
- Daily wrap-up
- Access to specific databases
- Quizzes
- Best/good practices
- Case studies/examples
- Pictures
- Group and individual exercises

To: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e 5.1.2e 5.1.2e @minbuza.nl]
Cc: 5.1.2e 5.1.2e @icmpd.org]
From: 5.1.2e 5.1.2e
5.1.2e Wed 10/5/2022 1:48:03 PM
Subject: Monthly Report NL IBM V - September
Received: Wed 10/5/2022 1:48:16 PM
NLIBMLBNV MR 2022.09.docx

Dear 5.1.2e, Dear 5.1.2e,

I hope all is well on your end. Kindly find attached the monthly report for the month of September.

Regards,

5.1.2e 5.1.2e
5.1.2e

Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V
International Centre for Migration Policy Development - Lebanon
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Patriarch Hobeich Street, Al Mughrabi Building
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Monthly Report [September/2022]

1. General information

Title of the action	Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V
Location of the action	Lebanon
Initial duration of the action	36 months (01/03/2022 – 28/02/2025)
Budget	2.5 Million Euro
Target countries	Lebanon, initially regionally partnering with: Iraq and Jordan
Beneficiaries	Lebanese and regional state migration actors (LAF, ISF, GS, LCA, STS)
Reporting period	01/09/2022 – 30/09/2022

2. Overview of progress

Brief description of the project	<p>The overall objective of NL IBM5 Lebanon is <i>“To facilitate Lebanese border agencies’ under the lead of the LAF as national and regional providers of expertise in order to strengthen regional border management capacities”</i>.</p> <p>Building on the successes of previous Netherlands-funded support, the Action will (1) enhance the professionalization of border management capacities within Lebanon, (2) directly contribute to the development of national and regional states’ border capacity, and (3) facilitate closer functional regional cooperation. This work continues to be essential to counter the ongoing threats to rule of law, health and economy caused by  5.1.2a</p>
Executive Summary	<p>NLIBMLBNV signed the project protocol with LAF and launched its activities.</p> <p>NLIBMLBNV finalized the TNA for LAF, LBRTS and launched the first training course for its beneficiaries: EU-accredited train-the-trainer.</p> <p>On the regional knowledge exchange, NLIBMLBNV kicked off activities at the national level by developing the profile of Lebanon on IBM education. The team has</p>

In partnership with



	started the conceptualization of the first regional activity in Jordan.
Challenges, barriers and responses	N.A.

3. Acronyms

BCC	Border Control Committee
BCP	Border Crossing Point
Covid – 19	Corona Virus Disease 2019
DEE	Document Examination Essentials
DoA	Description of Action
ECTS	European Credit Transfer and Accumulation System
EQF	European Qualifications System
EUIBMLBN3	EU-Funded Strengthening Capability for Integrated Border Management Project
FP	Focal Point
Frontex	European Border and Coast Guard Agency
GFP	Gender Focal Point
GS	General Security
IBM	Integrated Border Management
IB	Implementation Body
ICMPD	International Centre for Migration Policy Development
ISF	Internal Security Forces
KMAR	Netherlands Royal Maréchaussée
LBR	Land Border Regiment
LBRTS	Land Border Regiment Training School
LAF	Lebanese Armed Forces
LCA	Lebanese Customs Administration
LCD	Lebanese Civil Defence
MCP Med TI /TI	Training Institute on Migration Capacity Partnership for the Mediterranean

MoFA	Ministry of Foreign Affairs
MQF	Malta Qualifications Framework
NL	Netherlands
STE	Short-term Expert
STS	State Security
TNA	Training Needs Analysis
TOR	Terms of Reference

4. Project activities and progress toward outcomes and objectives

Outcome 1. Continued development of the LAF LBRTS in alignment with EU good practices and norms		
Overview: NLIBMLBNV finalized the TNA for the LAF LBRTS and started addressing some of the identified needs.		
Support to TNAs led by Lebanon (1.1)	Target: <ul style="list-style-type: none"> - Training needs and solutions for LAF CTS identified annually 	Achievements:
<p>NLIBMLBNV finalized the LBRTS TNA report and submitted it in English and Arabic to LAF for formal approval.</p> <p>Annex 1: Training Needs Analysis Report (A training needs analysis report for Lebanese Armed Forces Land Border Regiments and Training School)</p> <p>The TNA identified gender and human rights at borders as priority topics for the LBRTS among others. Therefore, NLIBMLBNV conducted a planning and coordination meeting with the LAF Gender 5.1.2a the Human Rights directorate, and the LBRTS on 20 September 2022 to identify the actions required to develop these capacities for the LBRTS. The human rights department expressed their eagerness to support the development of this capacity for trainers at the LBRTS. In fact they already have a curriculum, which can be further developed through NLIBMLBNV to meet the needs of the LBRs. As for gender, 5.1.2a and would hence require very close support from the project to develop trainers from the LBRTS. The 5.1.2a also suggested delivering advanced training for potential 5.1.2a NLIBMLBNV will take this suggestion into consideration. A follow-up meeting will be scheduled to further discuss details for both topics.</p>		
Study visits regionally or to EU states (1.2)	Target: <ul style="list-style-type: none"> - 3 study tours - 15 participants total 	Achievements:
There are no activities to report during this period		
Specialist courses: pedagogical, educational management and advanced border management (1.3)	Target: <ul style="list-style-type: none"> - 150 participants in specialist training - 50 trainers achieving EU-accredited pedagogical certifications 	Achievements:
<p>The first training activity started with the delivery of “train the trainer” course in collaboration with MCP MED TI in Malta. Currently two trainees from General Security are attending the training in Malta. The course is EQF level 4 and will provide participants with 2 ECTS credits. The training started on Wednesday 28 September 2022 and will conclude on Friday 7 October 2022.</p>		
Support for alignment of a training material to EU standards (1.4)	Target: <ul style="list-style-type: none"> - Two alignment workshops - Three training products aligned 	Achievements:
There are no activities to report during this period.		
Support for establishing a cooperation agreement with recognised EU educational institute (1.5)	Target: <ul style="list-style-type: none"> - One formal cooperation agreement 	Achievements:

There are no activities to report during this period.		
Training equipment procured and installed (1.6)	Target: <ul style="list-style-type: none"> - Low-cost high impact infrastructure/equipment directly related to the improvement of LAF training facilities installed 	Achievements:
NLIBMLBNV is still waiting for LAF's official approval for 5.1.2a 5.1.2a NLIBMLBNV received two financial offers from 5.1.1c for the installation of 5.1.2a 5.1.2a 5.1.2a LAF however requested to hold another meeting with the engineers from 5.1.2f as LAF to clarify some pending issues regarding 5.1.2a 5.1.2a The meeting is scheduled on Tuesday 11 October 2022.		
Support to the creation and delivery of a maritime port security course (1.7)	Target: <ul style="list-style-type: none"> - One maritime port security course (with full training material in English and Arabic) 	
There are no activities to report during this period.		
Support the training school to deliver of border management training courses by the training school (1.8)	Target: <ul style="list-style-type: none"> - 100 participants of additional courses trained 	Achievements:
<p>The LBRTS TNA identified the Hostile Environment Awareness Training (HEAT) course as a priority. It will allow LAF to further support improving the safety and security of people around them, specifically all personnel working in border areas and will include mentoring of future trainings. NLIBMLBNV identified two potential STEs to conduct a HEAT ToT for the LBRTS and to develop a training concept handbook and training course on HEAT topic, to be used by the trainers for future training programmes. NLIBMLBNV conducted a Zoom meeting with both experts on 27 September 2022 to discuss the course outline and training modality.</p> <p>The TNA also identified a training course on Dual-Use Items as a need. NLIBMLBNV published a call for experts to recruit an STE to develop training material on dual use items and conduct a ToT for the LBRTS – the deadline for application is 5 October 2022. This course will allow border units to acquire the necessary knowledge and skills to be able to identify goods and commodities that can be used in illegal activities and includes an aspect of interagency collaboration and risk management.</p>		
Outcome 2. National border management competence increased		
Overview: NLIBMLBNV initiated the TNAs for the Lebanese border agencies.		
Support to TNAs led by Lebanon (2.1)	Target: <ul style="list-style-type: none"> - Interagency training needs and solutions identified annually (ISF, GS, STS, LCA) 	Achievements:
NLIBMLBNV recruited a short-term expert to conduct a TNA for STS. NLIBMLBNV organized the first working		

sessions with STS on 26 September 2022, via Zoom, to agree on the working methodology for the development of the TNA. Afterwards, NLIBMLBNV held individual meetings via zoom with 5.1.2a on 28 September 2022 and with 5.1.2a on 29 September 2022. The purpose of these meetings is to identify the existing capacity development areas for STS. A TNA workshop and an onsite mission is planned for the week of 10 October 2022 to further develop the TNA.

Study visits regionally or to EU states (2.2)	Target: <ul style="list-style-type: none"> - 2 study tours - 10 participants total 	Achievements:
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There are no activities to report during this period.

Support delivery of maritime port security courses led by Training School (2.3)	Target: <ul style="list-style-type: none"> - 75 participants trained 	Achievements:
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There are no activities to report during this period.

Delivery of document security courses to inter-agency/international audience (2.4)	Target: <ul style="list-style-type: none"> - Two advanced-level document security courses - 20 participants trained in advanced level security - One expert-level document security course 	Achievements:
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NLIBMLBNV held a meeting over Zoom with 5.1.2f and the Netherlands Maréchaussée on 15 September 2022 to elaborate on a potential collaboration between the different parties for the delivery of the advance and document security courses. The Netherlands Maréchaussée requested that the Netherlands embassy in Lebanon to approach 5.1.2e to discuss their possible participation. 5.1.2e is from the Staff of the Royal Netherlands Maréchaussée.

On the same front, NLIBMLBNV held a meeting over Zoom with 5.1.2f and the GS document security expert and coordinator on 22 September 2022 to discuss the training course outline and the participation of GS trainers during the delivery of the course. The contribution of GS would be mainly to facilitate along with 5.1.2f and deliver a specialized session on 5.1.2a. Additionally, within the meeting, the GS expert identified the need for the provision of a Master Class on document security for expert level trainers to update their information on the subject matter, specifically in relation to new technologies.

Delivery of advanced trafficking investigations (THB A) course (2.5)	Target: <ul style="list-style-type: none"> - Two THB A courses - 20 participants trained 	
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NLIBMLBNV has requested the support of the Netherlands embassy in Lebanon to approach the Maréchaussée on this topic.

Delivery and/or support to further courses identified by LAF-led TNAs (2.6)	Target: <ul style="list-style-type: none"> - 300 participants trained for other TNA-identified courses - participants trained 	Achievements:
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There are no activities to report during this period.

Outcome 3. Regional border management competence increased		
Overview: NLIBMLBNV kicked off this component through the organization of an interagency workshop to identify existing capacities at the national level prior		
Logistical, administrative and delivery support for courses delivered by Lebanese trainers (3.1)	Target: - 10 courses delivered by Lebanese trainers - 120 regional students trained	Achievements:
NLIBMLBNV held an interagency knowledge exchange workshop on 14 September 2022, to identify areas of excellence within the project's beneficiary agencies (LAF, ISF, GS, LCA, STS), allowing them to eventually share the knowledge with regional partners. Representatives from each agency's relevant departments provided an overview of their respective areas of excellence and achievements. As a result, a mapping exercise to identify the existing training courses across all agencies related to IBM will be conducted and a training matrix elaborated as a concrete next step. This meeting created a space for the different border agencies to identify areas of partnership with sister agencies at the national level to help meet their capacity needs.		
Representation/exchange missions for Lebanese representatives to regional states (3.2)	Target: - Three representation/exchange missions to regional states - 15 participants total.	Achievements:
NLIBMLBNV has started the process for the conceptualization of the first regional activity that is planned on 23 November 2022 in Jordan at the margin. The session is planned to take place at the margin of ICMPD Border Management and Security conference. The draft concept of the session is presented in Annex 2. This will be further refined.		
Annex 2: Draft concept/agenda for regional knowledge exchange closed session		
Host border management-themed regional conferences in Lebanon for representatives from regional states (3.3)	Target: - Three Migration-themed regional conferences	Achievements:
There are no activities to report during this period		

5. Progress at a glance (Against Logical Framework Indicators)

Indicator	Baseline	Target	Current status
Delivery of all activities mentioned within the project fiche	N/A	100% delivery of all activities	
Procurement and delivery of all equipment	N/A	Successful delivery of all equipment	
Number of participants in activities overall	N/A	800	29
Number of maritime security learning product	N/A	1	
Number of trained participants	N/A	75	2

Number of regional events held	N/A	15	
% participation of female participants in activities	N/A	At least 15%	6.9%
non-LAF participants involved in activities	N/A	At least 10%	44.8%
% of trained participants who demonstrate an increase in knowledge as a result of ICMPD trainings	N/A	90%	
% of training participants who report an increase in confidence and preparedness to use effectively the acquired equipment as a result of ICMPD trainings	N/A	90%	

Communication and visibility

Project factsheets are being distributed in meetings to introduce the project. The factsheets are branded to reflect the Netherlands funding.

The project roll-up banner is being designed.

6. Annexes

Annex 1: Training Needs Analysis Report (A training needs analysis report for Lebanese Armed Forces Land Border Regiments and Training School)

Annex 2: Draft concept/agenda for regional knowledge exchange closed session

reeds beoordeeld: 1290152

reeds beoordeeld: 1290152

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5.1.2a

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Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – Phase V

Establishing Lebanon as a Regional Driver of Integrated Border Management

Regional Knowledge Exchange Closed Session 23 November 2022

Organisers: ICMPD – Netherlands Assistance to Lebanese Border Agencies project in coordination with ICMPD Jordan and ICMPD – Integrated Border Management in the Silk Routes Countries project

Participants: Delegations from the Hashemite Kingdom of Jordan, the Republic of Lebanon, and the Republic of Iraq

Concept: International assistance has been evolving from the two-dimensional narrative of one party being purely a recipient while the other being solely the provider, to a model that adopts capacity partnerships at its heart. Based on the conviction that common effort and unique spirit of partnership are essential to transform challenges into tangible opportunities, actors working on the management and governance of Euro-Mediterranean migration are increasingly aiming for a cooperative approach, a redefined partnership. Sharing knowledge and learning from others are critical components in developing and adopting good practices. In this regard, this activity aims to provide a platform for dialogue and engagement and is anchored towards the promotion of multi-dimensional governance model where regional actors work together and develop tailor-made solutions to meet their capacity needs. The dialogue and cooperation actions supported by ICMPD will continue their efforts to establish long-lasting synergies and serve as multi-stakeholders' platforms and bridges.

Expected outcomes of the meeting:

- Raise the interest of the participating countries on the value and importance of regional cooperation to develop capacities on integrated border management.
- Identify thematic areas of interest for the different participants. Implementation could be in the form of training, study visits, exchanges and dialogue fora, with activities involving both strategic and operational units.
- Ensure that the exchange strengthens national practices and generates lessons for other countries in the region and beyond.
- Agree on concrete next steps.

Time	Topic	Responsible
10:00 - 11:10	Reception <i>- Participants check-in the meeting, informal discussions and seating</i>	ICMPD
11:10 - 11:20	Official welcome & Opening notes <i>- Opening of the meeting and a short introduction: project overview, main points of agenda and main objectives of the meeting</i>	ICMPD
11:20 - 11:30	Tour de Virtual Table <i>- Presentation of the participants: background, actual positions, role in IBM</i>	All participants
11:30 – 12:15	Intervention of the different delegations <i>- Short presentation from each delegation on each country's progress on IBM. (Presentations to cover: Current status of IBM the country; main</i>	Delegation of Jordan, Iraq, and Lebanon (order t.b.d)

	<i>benefits; challenges faced)</i>	
12.15 – 13.45	<p>Facilitated discussion</p> <p>- <i>What partnerships for capacities are needed for the participating countries? What forms of cooperation are envisaged?</i></p> <p><i>** During the presentation it is strongly recommended to the participants to interact, to share opinions and proposals in order to identify the most efficient areas of cooperation and plan future activities accordingly</i></p> <p><i>**Chatham House rules apply</i></p>	ICMPD
11:45 – 12:00	<p>Recapitulation of the main findings</p> <p>Identification of next steps</p> <p>Conclusions and closure</p>	<p>ICMPD</p> <p>All participants</p>

To: 5.1.2e, 5.1.2e, 5.1.2e @minbuza.nl; 5.1.2e, 5.1.2e, 5.1.2e @minbuza.nl]
Cc: 5.1.2e, 5.1.2e @icmpd.org]
From: 5.1.2e, 5.1.2e
5.1.2e Fri 11/4/2022 2:30:36 PM
Subject: Monthly Report
Received: Fri 11/4/2022 2:30:42 PM
NLIBMLBNV MR 2022.10.pdf

Dear 5.1.2e, Dear 5.1.2e,

Kindly find attached the monthly report for October 2022.

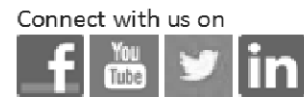
I remain available for any clarifications.

Regards,

5.1.2e 5.1.2e
5.1.2e

Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V
International Centre for Migration Policy Development - Lebanon
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**Netherlands Assistance to Lebanese Border
Agencies Lebanon (IBM) – phase V
(NL IBM5_Lebanon)**



Monthly Report [October/2022]

1. General information

Title of the action	Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V
Location of the action	Lebanon
Initial duration of the action	36 months (01/03/2022 – 28/02/2025)
Budget	2.5 Million Euro
Target countries	Lebanon, initially regionally partnering with: Iraq and Jordan
Beneficiaries	Lebanese and regional state migration actors (LAF, ISF, GS, LCA, STS)
Reporting period	01/10/2022 – 31/10/2022

2. Overview of progress

Brief description of the project	<p>The overall objective of NL IBM5 Lebanon is <i>“To facilitate Lebanese border agencies’ under the lead of the LAF as national and regional providers of expertise in order to strengthen regional border management capacities”</i>.</p> <p>Building on the successes of previous Netherlands-funded support, the Action will (1) enhance the professionalization of border management capacities within Lebanon, (2) directly contribute to the development of national and regional states’ border capacity, and (3) facilitate closer functional regional cooperation. This work continues to be essential to counter the ongoing threats to rule of law, health and economy caused by 5.1.2a</p>
Executive Summary	<p>NLIBMLBNV finalized the work plan for 2023.</p> <p>NLIBMLBNV completed the TNA process for STS.</p> <p>NLIBMLBN IV has completed the first ToT course for GS trainers at the MCP Med TI in Malta.</p> <p>On the regional knowledge exchange, NLIBMLBNV has designed the first regional activity in Jordan. It has addressed invitations to LAF, ISF and GS to participate in the session.</p>

In partnership with



Challenges, barriers and responses	N.A.
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3. Acronyms

BCC	Border Control Committee
BCP	Border Crossing Point
Covid – 19	Corona Virus Disease 2019
DEE	Document Examination Essentials
DoA	Description of Action
ECTS	European Credit Transfer and Accumulation System
EQF	European Qualifications System
EUIBMLBN3	EU-Funded Strengthening Capability for Integrated Border Management Project
FP	Focal Point
Frontex	European Border and Coast Guard Agency
GFP	Gender Focal Point
GS	General Security
IBM	Integrated Border Management
IB	Implementation Body
ICMPD	International Centre for Migration Policy Development
ISF	Internal Security Forces
KMAR	Netherlands Royal Maréchaussée
LBR	Land Border Regiment
LBRTS	Land Border Regiment Training School
LAF	Lebanese Armed Forces
LCA	Lebanese Customs Administration
LCD	Lebanese Civil Defence
MCP Med TI /TI	Training Institute on Migration Capacity Partnership for the Mediterranean
MoFA	Ministry of Foreign Affairs
MQF	Malta Qualifications Framework
NL	Netherlands
RFQ	Request for Quotation
STE	Short-term Expert
STS	State Security

SWOT	Strengths, weaknesses, opportunities and threats
TNA	Training Needs Analysis
TOR	Terms of Reference

4. Project activities and progress toward outcomes and objectives

Outcome 1. Continued development of the LAF LBRTS in alignment with EU good practices and norms		
Overview: NLIBMLBNV started addressing some of the identified needs in the LAF LBRTS TNA.		
Support to TNAs led by Lebanon (1.1)	Target: <ul style="list-style-type: none"> - Training needs and solutions for LAF CTS identified annually 	Achievements: <ul style="list-style-type: none"> - TNA for LAF LBRTS complete
The activity is complete.		
Study visits regionally or to EU states (1.2)	Target: <ul style="list-style-type: none"> - 3 study tours - 15 participants total 	Achievements:
There are no activities to report during this period.		
Specialist courses: pedagogical, educational management and advanced border management (1.3)	Target: <ul style="list-style-type: none"> - 150 participants in specialist training - 50 trainers achieving EU-accredited pedagogical certifications 	Achievements: <ul style="list-style-type: none"> - 2 trainers achieve ToT at EQF level 4 with 2 ECTS
<p>Two trainers concluded a ToT course at the MCP Med TI. The certificates issued are at EQF level 4, 2 ECTS credits of the European Qualifications Framework.</p> <p>NLIBMLBNV is seeking to provide 50 both newly appointed trainers and experienced trainers from the LAF LBRs and LBRTS with the pedagogical competencies to perform effectively their role as professional vocational educators. In this regard, NLIBMLBNV drafted ToRs and a Request for Quotation (RFQ) for the identification of a training provider that is able to deliver EU-accredited pedagogical “Train the Trainer” course. The RFQ will be issued during the first week of November.</p> <p>LAF LBRTS identified in its TNA the need to develop its capacities in the area of human rights, particularly in relation to human rights at international borders. Accordingly, NLIBMLBNV met with 5.1.2e of LAF’s International Humanitarian Law and Human Rights Directorate (IHL/HR) on Tuesday 04 October 2022 to assess the existing training curriculum at LAF, and ways that NLIBMLBNV can support in developing the curriculum to cover the needed knowledge development areas. The IHL/HR Directorate consistently delivers training to all LAF units and partners with 5.1.2a and 5.1.2a for the delivery of their “Humanitarian Considerations during Border Operations” course. NLIBMLBNV highlighted the need for coordination to avoid duplication and the importance of sustainability. The training will focus on developing a pool of trainers from LBRTS and the IHL/HR directorate on “Human Rights at International Borders” who will later deliver the course to all the LBRs.</p>		
Support for alignment of a training material to EU standards (1.4)	Target: <ul style="list-style-type: none"> - Two alignment workshops - Three training products aligned 	Achievements:
There are no activities to report during this period.		
Support for establishing a cooperation agreement	Target: <ul style="list-style-type: none"> - One formal cooperation agreement 	Achievements:

with recognised EU educational institute (1.5)		
There are no activities to report during this period.		
Training equipment procured and installed (1.6)	Target: <ul style="list-style-type: none"> - Low-cost high impact infrastructure/equipment directly related to the improvement of LAF training facilities installed 	Achievements:
<p>NLIBMLBNV is still waiting for LAF's official approval for 5.1.2a to start the installation of 5.1.2a and 5.1.2a</p> <p>NLIBMLBNV held a meeting on Tuesday 11 October 2022 at the LBRTS with the engineers from 5.1.1c and the LAF directorate of engineering to clarify some pending issues regarding 5.1.2a</p> <p>5.1.1c 5.1.2a 5.1.2a 5.1.2a 5.1.2a 5.1.2a 5.1.2a 5.1.1c 5.1.1c</p>		
Support to the creation and delivery of a maritime port security course (1.7)	Target: <ul style="list-style-type: none"> - One maritime port security course (with full training material in English and Arabic) 	
There are no activities to report during this period.		
Support the training school to deliver of border management training courses by the training school (1.8)	Target: <ul style="list-style-type: none"> - 100 participants of additional courses trained 	Achievements:
<p>NLIBMLBNV is undertaking preparations for the HEAT course, which was identified as a need in the LBRTS TNA. It held a meeting with the recruited experts and 5.1.2e the LBRTS on Friday 07 October 2022 to discuss the course outline and training modality and to adapt the training to the LBRTS' needs and capacities. NLIBMLBNV is currently preparing the contracts for the STEs and is working on securing the equipment needed for the implementation of the course.</p> <p>NLIBMLBNV conducted interviews with shortlisted candidates for the Dual Use Items course and has selected an expert. It is currently preparing the contract and making the administrative and logistical arrangements for the implementation of the course.</p>		
Outcome 2. National border management competence increased		
Overview: NLIBMLBNV initiated the TNAs for the Lebanese border agencies.		
Support to TNAs led by Lebanon (2.1)	Target:	Achievements: <ul style="list-style-type: none"> - Training needs for ISF, GS, LCA identified

	- Interagency training needs and solutions identified annually (ISF, GS, STS, LCA)	
<p>NLIBMLBNV developed the first draft of the STS TNA. Within the framework of the STS TNA, NLIBMLBNV continued holding individual meetings via zoom. It held a meeting with the personnel and training department on 04 October 2022 and with the ISF Training Academy on 06 October 2022. The purpose of these meetings is to identify the existing capacity development areas for STS. Then, the STE conducted an on-site mission on Tuesday 11 October 2022 and met with [REDACTED] 5.1.2a, the Beirut Port office and the Training and Education Section, in order to fill the gaps from the previous research stages and to complete and consolidate the achieved documentation. NLIBMLBNV also conducted a TNA workshop on Wednesday 12 October 2022 with representatives from the various departments at STS. During the workshop, a SWOT analysis was conducted in a participatory approach and training priorities were identified. As a result, NLIBMLBNV developed the first draft of the TNA report.</p> <p>ICMPD implemented [REDACTED] 5.1.2a finalized the TNA for LAF, ISF, and GS and recommended the below five agreed subjects for inter-agency trainings:</p> <ul style="list-style-type: none"> • [REDACTED] 5.1.2a • [REDACTED] • [REDACTED] • [REDACTED] • [REDACTED] <p>NLIBMLBNV and EUIBMIII will coordinate closely the delivery of these training courses in order to avoid any duplication of work in a manner that ensures that the training needs of each agency are met.</p> <p>Annex I: List of Interagency Training Subjects developed under [REDACTED] 5.1.2a</p>		
Study visits regionally or to EU states (2.2)	Target: <ul style="list-style-type: none"> - 2 study tours - 10 participants total 	Achievements:
There are no activities to report during this period.		
Support delivery of maritime port security courses led by Training School (2.3)	Target: <ul style="list-style-type: none"> - 75 participants trained 	Achievements:
There are no activities to report during this period.		
Delivery of document security courses to inter-agency/international audience (2.4)	Target: <ul style="list-style-type: none"> - Two advanced-level document security courses - 20 participants trained in advanced level security - One expert-level document security course 	Achievements:
<p>NLIBMLBNV has requested the support of the Netherlands embassy in Lebanon to approach the Maréchaussée to participate in the delivery of advanced document security course to Lebanese border agencies as per the request of</p>		

the latter. There is no official approval to date on their participation.		
Delivery of advanced trafficking investigations (THB A) course (2.5)	Target: <ul style="list-style-type: none"> - Two THB A courses - 20 participants trained 	
NLIBMLBNV has requested the support of the Netherlands embassy in Lebanon to approach the Maréchaussée on this topic. There is no official approval to date on their participation.		
Delivery and/or support to further courses identified by LAF-led TNAs (2.6)	Target: <ul style="list-style-type: none"> - 300 participants trained for other TNA-identified courses participants trained 	Achievements:
There are no activities to report during this period.		
Outcome 3. Regional border management competence increased		
Overview: NLIBMLBNV kicked off this component through the organization of an interagency workshop to identify existing capacities at the national level prior		
Logistical, administrative and delivery support for courses delivered by Lebanese trainers (3.1)	Target: <ul style="list-style-type: none"> - 10 courses delivered by Lebanese trainers - 120 regional students trained 	Achievements:
<p>NLIBMLBNV held a national interagency coordination meeting on knowledge exchange on Thursday 13 October 2022 at the Border Control Committee for the project's beneficiaries (LAF, ISF, GS, LCA, STS). This workshop constituted a mapping exercise to identify the existing training courses across all agencies related to IBM and a training matrix was elaborated as a concrete step. This matrix will serve as the basis for national and regional training activities.</p> <p>NLIBMLBNV is working in coordination with the MCP MED TI in Malta to implement the first regional activity to develop a pool of trainers on "Document Examination Essentials (DEE)". All logistical arrangements have been concluded during the month of October 2022 to allow six GS trainers to attend the ToT course at the TI planned between November 7-11 2022. As a result, the trainers will deliver the DEE course to a regional audience during the month of December at EQF level 4.</p>		
Representation/exchange missions for Lebanese representatives to regional states (3.2)	Target: <ul style="list-style-type: none"> - Three representation/exchange missions to regional states - 15 participants total. 	Achievements:
<p>NLIBMLBNV is also preparing for the first regional representation mission planned on November 23 2023 in Amman, Jordan. Six representatives from LAF, ISF, GS were invited to participate. The main objective of the mission is to develop together with Jordanian and Iraqi counterparts a roadmap for future engagements in training and knowledge exchange and exchange current best practices in the field of IBM. This session will be interactive, with interventions from the participating delegations. The discussions will allow the Lebanese security agencies to exchange experiences with their counterparts from Jordan and Iraq and highlight integrated border management practices and relevant training capacities that exist at the national level. It will also allow to identify thematic areas of interest for the different participants and agree on concrete next steps.</p>		
Host border management-themed regional confer-	Target: <ul style="list-style-type: none"> - Three Migration-themed regional 	Achievements:

ences in Lebanon for representatives from regional states (3.3)	conferences	
There are no activities to report during this period		

5. Progress at a glance (Against Logical Framework Indicators)

Indicator	Baseline	Target	Current status
Delivery of all activities mentioned within the project fiche	N/A	100% delivery of all activities	
Procurement and delivery of all equipment	N/A	Successful delivery of all equipment	
Number of participants in activities overall	N/A	800	42
Number of maritime security learning product	N/A	1	
Number of trained participants	N/A	75	2
Number of regional events held	N/A	15	
% participation of female participants in activities	N/A	At least 15%	4.76%
non-LAF participants involved in activities	N/A	At least 10%	50%
% of trained participants who demonstrate an increase in knowledge as a result of ICMPD trainings	N/A	90%	
% of training participants who report an increase in confidence and preparedness to use effectively the acquired equipment as a result of ICMPD trainings	N/A	90%	

Communication and visibility

Project factsheets are being distributed in meetings to introduce the project. The factsheets are branded to reflect the Netherlands funding.

The project roll-up banner was designed and printed. One banner will be rolled up in the office, a second will be displayed in the Border Control Committee and a third will be displayed in the LBRTS.

Visibility items (branded to reflect the Netherlands funding) are being produced.

6. Annexes

Extraction from the Training Needs Assessment for Inter-agency training

Introduction to the subjects:

The present document is an extraction from the overall Training Needs Assessment, which is based on training need analysis conducted during multiple expert missions to Lebanon in cooperation with the partner agencies with the aim to contribute to design and modernization of the training portfolio with special focus on inter-agency training. In addition, it also encompasses the capacity development concept through harmonized training curricula and training plans for integrated border management, with a view to long-term integration into training academy curricula, and certification.

The proposal and recommendations for the implementation of joint trainings for officials involved in the activities of border control and protection is based on an analysis of the current situation in Lebanon, the current needs of the agencies involved, and the main areas that need to be discussed from within the context of contemporary security threats and cross-border criminality. From a methodological point of view, the most effective approach appears to be focusing on a practical approach to addressing these issues, sharing examples of good practices, and analyzing case studies in order to improve inter-agency cooperation and communication between the different agents. The implementation of joint trainings with the participation of experienced experts from each institution may be considered as a useful tool for improving procedures and security practices for border control and protection. Primarily, it is necessary to take into account that the different agencies are involved in IBM in different ways, which depends on their activities and competencies. The proposed topics for joint training aim to thematically cover those areas which the agencies maintain in common, where their jurisdictions converge, or where there is a common interest in addressing specific security issues, risk situations, or security incidents related to border security. Ensuring border security and identifying current needs has its own specificities due to the diverse nature of borders. This relates primarily to the fact that borders are land borders, coastal borders and international airports. In some cases, the involvement of international experts to support the enhancement of knowledge, technology, and processes that facilitate more effective border protection should also be considered. It is also important to reflect within the topics of joint training in areas that are not entirely primary within the range of IBM, but whose knowledge can be useful in dealing with situations of a conflicting nature that take place at or near borders. These include rescue work, first aid, immediate response to traffic accidents, or fires.

List of five agreed subjects for inter-agency trainings:

- **Subject 1:**
- **Subject 2:**
- **Subject 3:**
- **Subject 4:**
- **Subject 5:**

5.1.2a

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From: 5.1.2e 5.1.2e
5.1.2e Tue 1/24/2023 4:25:49 PM
Subject: NLD Embassy: DA Office: Coordination meeting with 5.1.2e Border Control Committee on 8 February 2023
Received: Tue 1/24/2023 4:25:50 PM
230124 Coordination meeting with 5.1.2e Border Control Committee on 8 February 2023.docx

5.1.2e /dear 5.1.2e

See attached document. Thanking you in advance for your cooperation.

Best regards,

5.1.2e

5.1.2e 5.1.2e

5.1.2e

5.1.2e

Embassy of the Kingdom of the Netherlands Beirut, Lebanon

E: 5.1.2e @minbuza.nl or 5.1.2e @minbuza.nl

M: +961 5.1.2e

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5.1.2e Tue 8/23/2022 12:24:37 PM
Subject: Project protocol signature
Received: Tue 8/23/2022 12:24:43 PM
[20220728 -NLIBMLBNV Project Protocol - En Final.pdf](#)
[Project Protocol Signature - Agenda.pdf](#)

Dear 5.1.2e,

LAF has requested to sign a project protocol with ICMPD for phase V of the Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) project. It is a new formality they are requesting. We have been working with them for a couple of months to reach an acceptable version for both parties and we have finally agreed on the content, please see attached. I would like to check your availability to attend the signature “ceremony” together with 5.1.2e on September 1st at 10.30 am at the Border Control Committee in Yarze (Tentative, waiting for final confirmation from LAF Command). It will be a small event for the purpose of signing the protocol. Attached is the agenda. Apologies for short notice but we want to sign asap to avoid any delays in project implementation and it happens that ICMPD 5.1.2e is in Beirut next week so we want to take the opportunity to finalize during his presence.





Looking forward to hearing from you,

Regards,

5.1.2e 5.1.2e
5.1.2e

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Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – Phase V Project Protocol Signature

September 1, 2022
Border Control Committee, Yarze, Beirut

Agenda

- | | |
|----------------------|--|
| 10:30 – 10:35 | Initial remarks (5 minutes) – Lebanese Armed Forces |
| | ▪ 5.1.2e 5.1.2e Border Control Committee |
| 10:35 – 10:40 | Initial remarks (5 minutes) – International Centre for Migration Policy Development (ICMPD) |
| | ▪ 5.1.2e 5.1.2e Jordan and Lebanon 5.1.2e
ICMPD Jordan |
| 10:40 - 10:45 | Project Overview |
| | ▪ 5.1.2e 5.1.2e 5.1.2e , ICMPD |
| 10:45 – 10:50 | Signature of Project Protocol |
| 10:50 – 11:30 | Reception |

*Photos, video and audio recordings may be taken **during** the conference to be used for visibility purposes. Any participant not wishing to appear in these must inform the ICMPD Project team.*



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Cc: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e @mindef.nl]; 5.1.2e @mindef.nl]
From: 5.1.2e 5.1.2e
5.1.2e Mon 1/30/2023 10:49:03 AM
Subject: RE: Agenda for KMar
Received: Mon 1/30/2023 10:49:10 AM

Well received. Thanks!

5.1.2e

From: 5.1.2e 5.1.2e <5.1.2e @minbuza.nl>
Sent: 30 January 2023 11:44
To: 5.1.2e 5.1.2e <5.1.2e @icmpd.org>
Cc: 5.1.2e 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e @mindef.nl
Subject: RE: Agenda for KMar

See attached document. Thanks, 5.1.2e

From: 5.1.2e 5.1.2e <5.1.2e @icmpd.org>
Sent: maandag 30 januari 2023 10:47
To: 5.1.2e 5.1.2e <5.1.2e @minbuza.nl>
Cc: 5.1.2e 5.1.2e <5.1.2e @minbuza.nl>
Subject: Agenda for KMar

Hi 5.1.2e,

I prepared this agenda for the workshop on the 8th of February. I have already discussed with 5.1.2e the expectations from LAF during the day so that they can prepare internally. The attendance will be restricted to LAF, without the involvement of other agencies at this stage as per LAF's preference. However, during the actual implementation of trainings, we will identify the different agencies that are relevant and they will be invited accordingly.

Please let me know if you have any comments or suggestions before I circulate the final version of the agenda.

Best,

5.1.2e

5.1.2e 5.1.2e
5.1.2e

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To: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl]
From: 5.1.2e 5.1.2e
5.1.2e Fri 2/17/2023 8:47:17 AM
Subject: RE: Annual Report template
Received: Fri 2/17/2023 8:47:21 AM

Hi 5.1.2e,

Well noted.

Thank you,
5.1.2e

From: 5.1.2e 5.1.2e <5.1.2e @minbuza.nl>
Sent: 16 February 2023 11:34
To: 5.1.2e 5.1.2e <5.1.2e @icmpd.org>
Subject: FW: Annual Report template

Hi 5.1.2e,

One last addition, upon request of the financial department in The Hague: could you please include the activity number (4000005618) in emails, documents and spreadsheets related to official reporting (annual plan, narrative report, etc.)? This speeds up the registration process on our side.

Thank you in advance.

Best,
5.1.2e

From: 5.1.2e 5.1.2e
Sent: maandag 13 februari 2023 14:32
To: 5.1.2e 5.1.2e <5.1.2e @icmpd.org>
Subject: RE: Annual Report template

Dear 5.1.2e,

Thank you very much for checking with me.

We do not have a specific template that we require, but it would be great if you could include the following elements:

- Summary of outputs achieved per indicator, presented in a table (using the same numbering for outputs as the table used in the project proposal);
- Explanation of outcomes realized or not, including success factors or reasons of failure;
- Financial data – budgets, spending, contingencies;
- Analysis of the activity's progress – grading the overall implementation;
- Reflection on the changing context and risks, and its implications on the activity;
- Possible changes in approach and planning;
- Lessons learned internally (by the (implementing) partner) and externally (from the context and/or beneficiaries).

In case of any questions or doubts, just let me know.

Kind regards,
5.1.2e

From: 5.1.2e 5.1.2e <5.1.2e @icmpd.org>
Sent: dinsdag 7 februari 2023 13:46
To: 00024p 5.1.2e <5.1.2e @minbuza.nl>
Subject: Annual Report template

1290016

Dear 5.1.2e,

In preparation for the first annual report that is due on March 1, 2023, I would like to check if there is a specific template that you require for this report or we use our own.

Many thanks,

5.1.2e

5.1.2e 5.1.2e

5.1.2e

Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V
International Centre for Migration Policy Development - Lebanon

T: +961 5.1.2e / +961 5.1.2e

E: 5.1.2e @icmpd.org



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To: 5.1.2e 5.1.2e 5.1.2e @icmpd.org]
Cc: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl]
From: 5.1.2e 5.1.2e
5.1.2e
Subject: RE: Contact with Royal Marechaussee
Received: Thur 9/15/2022 1:02:46 PM
Thur 9/15/2022 1:02:47 PM

Will do. Will keep you posted.

From: 5.1.2e 5.1.2e <5.1.2e @icmpd.org>
Sent: donderdag 15 september 2022 14:58
To: 5.1.2e 5.1.2e <5.1.2e @minbuza.nl>
Cc: 5.1.2e 5.1.2e <5.1.2e @minbuza.nl>
Subject: Contact with Royal Marechaussee

Dear 5.1.2e,

I hope you are doing well.

We are currently preparing for our upcoming activities, two of which are training courses planned to be implemented in collaboration with the Royal Netherlands Marechaussee. For that purpose I would like to kindly ask your support in officially approaching them to support their involvement in our project's activities.

The first course is on document security (advanced and expert level). It is envisaged to be a joint course delivered by Lebanese trainers along with trainers from the Netherlands 5.1.2f (Royal Marechaussee).

The second topic is Advanced Trafficking in Human Beings Investigations. We are also keen that KMAR partners with ICMPD to deliver this course to Lebanese counterparts.

Today I had my first meeting with 5.1.2e 5.1.2e from the Royal Marechaussee to introduce our project. We agreed that as a concrete next step, we need to formally approach the Royal Marechaussee through the embassy in Lebanon. He shared the contact of 5.1.2e Staff of the Royal Netherlands Marechaussee, who is the person responsible on this matter. Her email address is 5.1.2e @mindef.nl

I would highly appreciate if you could support us by initiating discussions with 5.1.2e in this regards. I remain available should you want to discuss this in more detail.

Regards,

5.1.2e 5.1.2e
5.1.2e

Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V
International Centre for Migration Policy Development - Lebanon
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To: 5.1.2e, 5.1.2e, 5.1.2e <@minbuza.nl>
From: 5.1.2e, 5.1.2e
Sent: Wed 11/9/2022 11:27:10 AM
Subject: RE: 5.1.2e of MDC Visit to Lebanon
Received: Wed 11/9/2022 11:27:14 AM

One last thing, 5.1.2e is travelling Friday afternoon so it would not be possible to reschedule for the afternoon. Another option would be to meet over breakfast/coffee Friday early morning if 5.1.2e schedule allows. If not, then there will definitely be other occasions in the future.

Many thanks,
5.1.2e

From: 5.1.2e, 5.1.2e <5.1.2e@minbuza.nl>
Sent: 09 November 2022 12:04
To: 5.1.2e, 5.1.2e <5.1.2e@icmpd.org>
Subject: RE: 5.1.2e of MDC Visit to Lebanon

Thanks 5.1.2e, see you next week!
5.1.2e

From: 5.1.2e, 5.1.2e <5.1.2e@icmpd.org>
Sent: woensdag 9 november 2022 11:49
To: 5.1.2e, 5.1.2e <5.1.2e@minbuza.nl>
Subject: RE: 5.1.2e of MDC Visit to Lebanon

Hi 5.1.2e,

We are located in Mathaf Area, Patriarch Hobeich Street, Al Mughrabi Building, 8th Floor. It is next to Wellspring School. The street is closed from both sides by ISF, but you can enter by car, just mention that you are going to ICMPD. You can also find us also on google maps.

Looking forward to our meeting.

Best,
5.1.2e

From: 5.1.2e, 5.1.2e <5.1.2e@minbuza.nl>
Sent: 09 November 2022 09:58
To: 5.1.2e, 5.1.2e <5.1.2e@icmpd.org>
Subject: RE: 5.1.2e of MDC Visit to Lebanon

Hi 5.1.2e,

Thank you very much for checking and for advising them to send soft copies in the future. Much appreciated.

Due to the short time notice, 5.1.2e is also not able to join tomorrow, so we will unfortunately not have any presence from the Dutch Embassy.

As for our meeting on Thursday 17 October at 10:00, I would love to come to your office and meet the rest of the team as well. Could you please send me the location details?

Looking forward to further catching up next week.

Kind regards,
5.1.2e

100026 5.1.2e, 5.1.2e <5.1.2e@icmpd.org>

1290018

Sent: dinsdag 8 november 2022 16:17
To: 5.1.2e, 5.1.2e <5.1.2e@minbuza.nl>
Subject: RE: 5.1.2e of MDC Visit to Lebanon

Hi 5.1.2e,

It seems that the invitation was delivered by hand to the embassy on the 6th of October, and not by email. I am attaching the relevant documents for the event. For any future activities, I advised them to always send a soft copy as well.

As for our meeting, I confirm my availability on Thursday the 17th at 10 am. If you don't mind, we would love to welcome you to our office and you will get the opportunity to meet the whole team as well.

I am still waiting for 5.1.2e schedule and I will get back to you as soon as I hear something.

Regards,
5.1.2e

From: 5.1.2e, 5.1.2e <5.1.2e@minbuza.nl>
Sent: 08 November 2022 15:29
To: 5.1.2e, 5.1.2e <5.1.2e@icmpd.org>
Subject: RE: 5.1.2e of MDC Visit to Lebanon

Dear 5.1.2e,

To get back to you on the event on Thursday: I just checked with our 5.1.2e but it seems like we did not receive the invitation. Could you please check to whom it was sent? Just to make sure that it doesn't include email addresses or persons who are no longer working for the Embassy and that future invitations are well received.

With the short notice and deadlines coming up this week, I'm afraid it will be quite difficult for me to attend the event. I will also check with 5.1.2e though on his availability. Is there a program you can share with me?

Also, I still owe you a concrete proposal for a date and time to meet up and discuss the project and progress in more detail. As it seems very hard to find a moment where both 5.1.2e and me can attend, I suggest that we move forward with a meeting together and that we might hold another one where 5.1.2e can also be present at a later moment. Would Thursday 17 November in the morning work for you, for example at 10:00?

Best,
5.1.2e

From: 5.1.2e, 5.1.2e <5.1.2e@icmpd.org>
Sent: maandag 7 november 2022 13:54
To: 5.1.2e, 5.1.2e <5.1.2e@minbuza.nl>
Subject: RE: 5.1.2e of MDC Visit to Lebanon

Thank you!

On another note, my colleagues from the EU funded IBM project would like to check if a representative from the Netherlands embassy will be present at the 10 year anniversary planned on the 10th of November. An invitation (attached) was sent earlier to the embassy but they still didn't receive a response on the representation.

I would highly appreciate if you let us know if someone will attend the event.

Best,
5.1.2e

From: 5.1.2e, 5.1.2e <5.1.2e@minbuza.nl>
Sent: 08 November 2022 13:17
To: 5.1.2e, 5.1.2e <5.1.2e@icmpd.org>

Subject: RE: 5.1.2e of MDC Visit to Lebanon

Dear 5.1.2e,

Unfortunately I did not receive his response yet, but I will check with him again and revert back to you.

Best,
5.1.2e

From: 5.1.2e 5.1.2e <5.1.2e@icmpd.org>
Sent: maandag 7 november 2022 10:56
To: 5.1.2e 5.1.2e <5.1.2e@minbuza.nl>
Subject: RE: 5.1.2e of MDC Visit to Lebanon

Dear 5.1.2e,

I would like to kindly check if you have any response from 5.1.2e regarding the proposed meeting with ICMPD 5.1.2e 5.1.2e.

Thank you,
5.1.2e

From: 5.1.2e 5.1.2e <5.1.2e@minbuza.nl>
Sent: 02 November 2022 14:51
To: 5.1.2e 5.1.2e <5.1.2e@icmpd.org>
Subject: RE: 5.1.2e of MDC Visit to Lebanon

Dear 5.1.2e,

All is well here, hope you are doing well too.

Thank you for reaching out. I will check with 5.1.2e on his availability and get back to you as soon as I can.

Kind regards,
5.1.2e

From: 5.1.2e 5.1.2e <5.1.2e@icmpd.org>
Sent: maandag 31 oktober 2022 11:40
To: 5.1.2e 5.1.2e <5.1.2e@minbuza.nl>
Subject: 5.1.2e of MDC Visit to Lebanon

Dear 5.1.2e,

I hope all is well on your end.

The 5.1.2e Migration Dialogues & Cooperation at ICMPD, 5.1.2e 5.1.2e is coming to Lebanon next week and would be pleased to meet with 5.1.2e if possible (or delegate). We kindly propose Friday the 11th of November (AM hours).

The purpose of the meeting is to brief 5.1.2e on ICMPD's overall intervention in the region and beyond, and to explore Netherlands priorities for 2023-2024.

I look forward to hearing back from you.

Please do not hesitate to reach out, should you require any further information.

00026
Kind regards,

5.1.2e 5.1.2e

5.1.2e

Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V

International Centre for Migration Policy Development - Lebanon

T: + 5.1.2e 5.1.2e

E: 5.1.2e @icmpd.org

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To: 5.1.2e 5.1.2e 5.1.2e @icmpd.org]
Cc: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl]
From: 5.1.2e 5.1.2e
5.1.2e Mon 9/5/2022 10:28:23 AM
Subject: RE: ICMPD/LAF protocol signature
Received: Mon 9/5/2022 10:28:25 AM

Dear 5.1.2e,
On behalf of the Netherlands Embassy I will attend the protocol signature event. No intervention needed.
Best regards & see you Monday,
5.1.2e

From: 5.1.2e 5.1.2e <5.1.2e @icmpd.org>

Sent: donderdag 1 september 2022 15:00

5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e
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5.1.2e

5.1.2e 5.1.2e
5.1.2e

5.1.2e

Reeds openbaar - zie eerder besluit

To: 5.1.2e, 5.1.2e, 5.1.2e <@minbuza.nl>
Cc: 5.1.2e, 5.1.2e, 5.1.2e <@minbuza.nl>; 5.1.2e <@mindef.nl>; 5.1.2e <@mindef.nl>
From: 5.1.2e, 5.1.2e
5.1.2e Mon 1/16/2023 11:40:30 AM
Subject: RE: Royal Marechaussee
Received: Mon 1/16/2023 11:40:34 AM

Dear 5.1.2e,

Very good news. The dates are feasible from our end.

Please advise on your availability towards the end of this week or early next week to meet and discuss this in more detail so that we can start planning for the visit.

I will be at the BCC tomorrow as well in the morning as we are running an activity there all this week, so I might see you there as well.

Best,
5.1.2e

From: 5.1.2e, 5.1.2e <5.1.2e@minbuza.nl>
Sent: 13 January 2023 20:20
To: 5.1.2e, 5.1.2e <5.1.2e@icmpd.org>
Cc: 5.1.2e, 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <@mindef.nl>
Subject: RE: Royal Marechaussee

Dear 5.1.2e,

Today we received *green light* on our request to have a specialist from the Royal Marechaussee visit Lebanon. Planning is to have him here on February 7 and 8. So three weeks to prepare this visit. Our intention is to eventually sit down in a meeting room with BCC, ICMPD and the Royal Marechaussee's specialist, to clarify what the training needs are in 2023 and 2024 (in line with previously given training by the Royal Marechaussee: training on document control, interview techniques, etc.). Anyway, I'm not a specialist, there is 5.1.2e BCC, reason to fly in a specialist to, as said, clarify what is needed on the one hand and what is possible on the other. I suggest that we meet soon so that ICMPD can also properly prepare for this visit. For your information, Tuesday I have an appointment with 5.1.2e. I will inform him accordingly.

Best regards,

5.1.2e

From: 5.1.2e, 5.1.2e <5.1.2e@minbuza.nl>
Sent: 11 January 2023 19:05
To: 5.1.2e, 5.1.2e <5.1.2e@icmpd.org>
Cc: 5.1.2e, 5.1.2e <5.1.2e@minbuza.nl>
Subject: RE: Repair of 5.1.2a at LBRTS

Dear 5.1.2e,

Happy new year! Many thanks for the below request and for having shared with us the monthly report of December 2022 earlier this month.

As for your question about the Marechaussee, 5.1.2e will get back to you soon.

Regarding the repair of 5.1.2a, could you please specify what this would entail? In terms of costs, who is paying the costs and what kind of procedure or arrangements have been put in place to prevent the system from breaking down again in the future? I remember we discussed this during our last meeting, but it would be good to have it on paper.

Finally, I am curious to hear about your impressions from the meeting that was held in Jordan about the regional component of the program. As you might know, the Netherlands is also cooperating with ICMPD on border management in Jordan. My colleague 5.1.2e who functions as 5.1.2e was able to attend a part of the meeting. She will be in Lebanon from 26 January and she would be very interested to meet with you and learn more about the work of ICMPD in Lebanon.

00028

1290022

Are you free for a meeting sometime those days?

Warm regards,

5.1.2e



5.1.2e 5.1.2e
5.1.2e

Embassy of the Kingdom of the Netherlands to Lebanon
(temporarily relocated to Spark Tower, Sin el Fil)
Avenue Charles Malek
2073-0802 Achrafieh, Beirut

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T +961 5.1.2e
W www.minbuza.nl

From: 5.1.2e 5.1.2e <5.1.2e @icmpd.org>

Sent: dinsdag 10 januari 2023 11:14

To: 5.1.2e, 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e, 5.1.2e <5.1.2e @minbuza.nl>

Subject: Repair of 5.1.2a at LBRTS

Dear 5.1.2e, Dear 5.1.2e,

I would like to kindly ask your support to be able to move forward with repair of 5.1.2a for the Land Border Regiment Training School. Since the procurement was conducted as part of phase 4, it is required by our HQ that you as the donor agree to move forward with the repair process as part of this new phase. The company that installed the system, 5.1.2f, will be contracted to do the works.

Appreciate your feedback.

Regards,

5.1.2e 5.1.2e
5.1.2e

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To: 5.1.2e 25.1.2e 5.1.2e @minbuza.nl]; 5.1.2e 25.1.2e 5.1.2e @minbuza.nl]
From: 5.1.2e 5.1.2e
5.1.2e Mon 2/27/2023 1:00:36 PM
Subject: RE: Visit to LBRTS 5.1.2a 9 March 2023
Received: Mon 2/27/2023 1:00:39 PM

Dear 5.1.2e Dear 5.1.2e

Just to inform you that we sent an official letter to LAF in regards to the visit and coordinated it with 5.1.2e I didn't send you a copy as it is in Arabic language and was delivered by hand.

Regards,

5.1.2e

From: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl>
Sent: 21 February 2023 14:54
To: 5.1.2e 5.1.2e 5.1.2e @icmpd.org>
Cc: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl>
Subject: RE: Visit to LBRTS 5.1.2a 9 March 2023

Dear 5.1.2e

Can you please Cc me in your communication with LAF regarding the visit to the border training school in 5.1.2a on 9 March (just to see if I might need to inform the LAF/Foreign Liaison Office additionally).

Thanks,

5.1.2e

From: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl>
Sent: dinsdag 21 februari 2023 13:49
To: 5.1.2e 5.1.2e 5.1.2e @icmpd.org>
Cc: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl>
Subject: RE: Visit to LBRTS 5.1.2a 9 March 2023

Thank you very much 5.1.2e Let me know in case you need any additional information.

Best,

5.1.2e

From: 5.1.2e 5.1.2e 5.1.2e @icmpd.org>
Sent: dinsdag 21 februari 2023 13:23
To: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl>
Cc: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl>
Subject: RE: Visit to LBRTS 5.1.2a 9 March 2023

Dear 5.1.2e

Well noted. We will coordinate the visit with LAF accordingly.

Regards,

5.1.2e

From: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl>
Sent: 21 February 2023 12:07
To: 5.1.2e 5.1.2e 5.1.2e @icmpd.org>
Cc: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl>
Subject: Visit to LBRTS 5.1.2a 9 March 2023

Dear 5.1.2e

00029

1290023

As just discussed over the phone, we would be very interested to visit the Land Border Regiment Training School in 5.1.2a with a delegation from the Dutch MFA. The visit would take place on Thursday 9 March. Following your advice, we would like to come in the morning, for example from 09:30-11:30.

The delegation will consist of:

- 5.1.2e 5.1.2e of the Dutch Ministry of Foreign Affairs;
- 5.1.2e 5.1.2 5.1.2e 5.1.2e of the Dutch Ministry of Foreign Affairs;
- 5.1.2e 5.1.2e 5.1.2e of the Dutch Embassy in Lebanon.

5.1.2e will most probably join as well, but as I understood from him, he will have to register separately with the LAF.

Thank you in advance for arranging the visit with the LAF. I am very much looking forward to our visit.

Kind regards,

5.1.2e



5.1.2e 5.1.2e 5.1.2 5.1.2e
.....
Embassy of the Kingdom of the Netherlands to Lebanon
(temporarily relocated to Spark Tower, Sin el Fil)
Avenue Charles Malek
2073-0802 Achrafieh, Beirut
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Annual Narrative Progress Report, 2022

Project Title: Netherlands' Assistance to Lebanese Border Agencies (IBM) – Phase V	
Project Number: 4000005618	Implementing Organisation: ICMPD
Project Duration: 01/03/2022 – 28/02/2025	Country: Lebanon
Beneficiaries: <ul style="list-style-type: none"> • Lebanese Armed Forces (LAF) – primary beneficiary • Directorate General of Internal Security Forces (ISF) • Directorate General of the Security General (GS) • Directorate General of State Security (STS) • Lebanese Customs Administration (LCA) 	
Reporting Period: 01/03/2022 – 31/12/2022 (10 months)	
Submitted: 01/03/2023	

Overall objective:

To facilitate Lebanese border agencies' under the lead of the Lebanese Armed Forces (LAF) role as national and regional providers of expertise in order to strengthen regional border management capacities.

Specific objectives:

1. To further professionalise border management education practices and capacities in Lebanon
2. To enhance national border management capacities
3. To specifically enhance security of maritime ports
4. To promote the role of women in migration vocational education
5. To increase regional access to contextualised border training opportunities
6. To foster sustainable inter-agency and regional communication and cooperation



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List of Abbreviations

Abbreviation	Definition
BCC	Border Control Committee
CCC	Core Common Curriculum
DEE	Document Examination Essentials
ECTS	European Credit Transfer and Accumulation System
EQF	European Qualifications System
GS	General Security
HEAT	Hostile Environment Awareness Training
IBM	Integrated Border Management
ICMPD	International Centre for Migration Policy Development
ISF	Internal Security Forces
KMAR	Netherlands Royal Marechaussee
LAF	Lebanese Armed Forces
LBR	Land Border Regiment
LBRTS	Land Border Regiments' Training School
LCA	Lebanese Customs Administration
MCP MED TI	Training Institute on Migration Capacity Partnership for the Mediterranean
MoPWT	Ministry of Public Works and Transport
MQF	Malta Qualifications Framework
NCO	Non-Commissioned Officer
STE	Short-Term Expert
STS	State Security
SWOT	Strengths, weaknesses, opportunities and threats
THB	Trafficking in Human Beings
TNA	Training Needs Analysis
ToT	Training of Trainers
VTT	Vocational Train the Trainer

1. Executive Summary:

The project Netherlands' Assistance to Lebanese Border Agencies (IBM) – Phase V, hereinafter the Action, was officially launched on 1 March 2022, to run for the duration of 36 months.

The Action is supporting the positioning of the Lebanese border agencies under the lead of the Lebanese Armed Forces (LAF) as effective national and regional providers of border management training and capacity development. This will further professionalize border management capacities within Lebanon, and will directly contribute to the development of national and regional states' border capacities, in addition to facilitating closer functional regional cooperation.

The Action is pursuing this under three (3) interlinked components respectively at intra-agency, interagency and international levels:

1. Continued development of the LAF, Land Border Regiments' Training School (LBRTS)
2. National provision of training with a specific inclusion of maritime port security
3. Regional training and knowledge exchanges

This report provides an aggregate overview of the activities carried out and the results achieved by the Action during the first year of implementation. It is important to note that the official kick-off of project activities was delayed, pending the recruitment of the project team that was complete in August 2022, and the preparation and signature of the memorandum of understanding (MoU) between ICMPD and LAF on the implementation of the Action. Hence, the actual implementation period for activities was limited to around 5 months.

The Action was able to seamlessly kick-off its activities, building a strong momentum around the Action from all stakeholders involved despite the

5.1.2a

5.1.2a

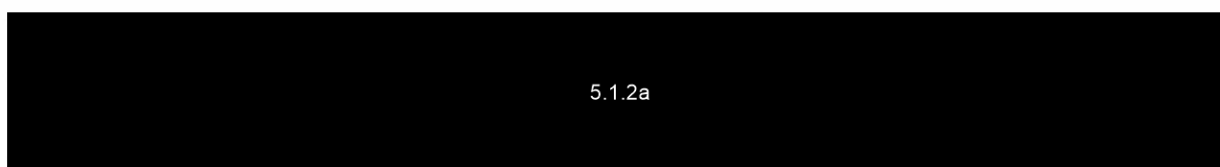
As a result, the Action successfully implemented a total of 13 activities to 269 individuals including national and regional actors. Activities have included training (increasingly resulting in recognised qualifications for participants); development of training material; drafting of procedural documents; national interagency coordination initiatives; regional knowledge exchanges, as well as procurement of low-cost and high-impact equipment.

Activities conducted in 2022

Dates	Activity	Delivery	Participants	Location
12.08.2022	Training Needs Analysis workshop: LAF LBRTS	NL Project ICMPD	4 (LAF)	LBRTS
12.09.2022	Project Protocol Signature	NL Project ICMPD	10 (8 LAF, 1 NL Embassy, 1 ICMPD)	BCC

14.09.2022	Interagency coordination workshop: "Identification of national capacities on IBM"	NL Project ICMPD	17 (8 LAF, 2 ISF, 4 GS, 2 STS, 1 LCA)	BCC
28/09 – 07/10/2022	Vocational Train the Trainer	MCP MED TI	2 (GS)	MCP MED TI - Malta
12.10.2022	Training Needs Analysis workshop: STS	NL Project ICMPD	4 (STS)	ICMPD Office
13.10.2022	National Interagency Planning and coordination workshop	NL Project ICMPD	9 (3 LAF, 2 ISF, 2 GS, 1 STS, 1 LCA)	BCC
7 – 11.11.2022	Document Examination Essentials - Trainers Induction	MCP MED TI	7 (GS)	MCP MED TI - Malta
23.11.2022	Regional Knowledge and Experience Exchange Coordination Session	NL Project ICMPD	19 (2 LAF, 2 ISF, 2 GS, 8 representatives from Jordan, 5 representatives from Iraq)	Jordan
23.11.2022	Independence Day Celebration	NL Project ICMPD	150 (14 LAF, 136 students and teachers)	LBRTS
28.11 – 02.12.2022	HEAT ToT	NL Project ICMPD	15 (LAF)	LBRTS
5 – 9.12.2022	Document Examination Essentials-1	MCP MED TI	7 (1 ISF, 3 GS, 2 Libya, 1 ICMPD)	MCP MED TI - Malta
12 – 16.12.2022	Document Examination Essentials -2	MCP MED TI	14 (2 ISF, 12 GS)	MCP MED TI - Malta
12 – 16.12.2022	Document Examination Essentials -3	MCP MED TI	11 (1 ISF, 8 GS, 2 Others)	MCP MED TI - Malta

2. Major Challenges and Contingency Actions



- 5.1.2a In a new precedent, LAF requested that ICMPD sign a project protocol to govern the cooperation under the Action. The implementation of project activities was contingent upon the signature of the protocol. Accordingly, ICMPD presented LAF with



a proposal for the protocol and after deliberation between ICMPD and LAF; the two parties signed a project protocol on 12 September 2022. A copy of the project protocol is presented in Annex 1: Project protocol.

- **Economic Situation.** The continuous devaluation of the currency and direct implication on the welfare of project beneficiaries. All project beneficiaries earn their salary in local currency. The Lebanese pound has lost more than 90% of its value since the economic crisis in 2019 when the pound was at 1,500 against the dollar, rendering the average salary of an officer to 5.1.2a and that of a non-commissioned officer (NCO) to 5.1.2a (with the value decreasing by the day). Basic needs among the security agencies staff members are 5.1.2a

5.1.2a

5.1.2a These factors, coupled with the soaring prices of gas, electricity and diesel shortages, 5.1.2a of representatives and participants from the Lebanese security agencies to engage in 5.1.2a The Action was quick to notice these issues and took measures to mitigate their impact by covering transportation costs to participants when deemed necessary, to avoid putting any financial burden on participants in training and other project related activities.

- **Participation of women in activities.** The Action strongly encourages participation of women in all aspects of its activities. This is relayed in all correspondence with LAF and all other relevant border agencies. The Action is also empowering the active role of women in delivery of trainings through their inclusion in all ToTs implemented so far.

5.1.2a

5.1.2a Therefore, moving forward, the Action will propose a quota on female participation in activities in an attempt to enhance the presence of women and empower them. The Action might also consider designing and delivering activities that specifically target women.

3. Project activities and progress toward outcomes and objectives

3.1. Outcome 1. Continued development of the LAF LBRTS in alignment with EU good practices and norms

The Action successfully continued the efforts to further develop the capacities of LAF, with particular focus on the LBRTS. A comprehensive assessment of the needs of the LBRTS was completed with gaps identified. The Action already started addressing all the identified gaps through the delivery of customized trainings and the planning of a variety of human and institutional capacity development activities. The LBRTS already added to its library a fully developed Hostile Environment Awareness Tainting (HEAT) course and a pool of trained trainers to deliver this course at the national and regional level.

Activities



a) Support to TNAs led by Lebanon.

- The Action supported the LBRTS in completing a consolidated and comprehensive TNA, which focused on the capacities and needs of the Land Border Regiments (LBRs) and the LBRTS. The TNA specifies the main tasks assigned to each LBR according to its mission and sector of deployment, the competencies required to carry out the LBRs' main tasks, and the resulting training needs. This also covers the LBRTS. This document constitutes the cornerstone of all professionalization actions with LAF throughout the Action's implementation period. The TNA was officially approved by LAF and will guide all upcoming activities. The document is available in Annex 2: LAF TNA

b) Conduct study visits either regionally or to EU states to develop awareness of relevant practices and standards as well as to promote the work of LAF and/or foster a community of practise.

Planning phase. The Action plans to conduct a study visit to an EU state in 2023 to develop awareness of relevant practices related to Integrated Border Management and particularly the approach to training and development.

c) Delivery of specialist courses focused on the development of pedagogical, educational management and advanced border management knowledge/skills.

- The Action delivered a Train the Trainer (ToT) on Hostile Environment Awareness Training (HEAT) course to 15 trainers from the LBRTS from 28 November until 2 December 2022 in partnership with experts from 5.1.2a. All training material, including training manuals, presentations, case studies and other training aid were fully developed and delivered to the LBRTS. The course covered the following topics:

- Mental Functioning
- Catastrophic Bleeding and Psychological First Aid
- Fire Safety
- Mines/UXO/ERW + Protection from Direct and Indirect Fire
- Check Points
- Avoid, Deny, Defend (ADD) / Response to Active Threat (RAT)
- Capture and Captivity
- Safe Mission Planning
- Situational Awareness and Crowd Dynamics
- Basic Radio Communications
- IED

By mastering this course, the LAF LBRTS aims to extend its services to support civilians working in fragile context, specifically in border areas. This will further contribute to the safety and security of the people in Lebanon and equip them with the necessary knowledge and skills to save their lives in cases of emergency. By providing this training, LAF will ensure that more people are aware of how to react in hostile

situations thereby decreasing risks on them. Additionally, by opening it to the public, the LBRTS seeks to develop a sustainability mechanism for the school, through using the financial returns from the registration fees to further develop their training capacities and upgrade their facilities amid the difficult financial and economic downturn in the country and shortage of budget. The training course is developed in line with Europe's New Training Initiative for Civilian Crisis Management (ENTRI). Participants received a certificate of achievement from the ICMPD and 5.1.2a

5.1.2a in addition to Stop the Bleed certificates issued from the American College of surgeons. The LBRTS plans to deliver the first HEAT course to civilians in the second quarter of 2023. The Action also supplied the LBRTS with the training equipment that they can use to implement the HEAT course and other related trainings.

- Paintball gun
- 15 fire extinguishers
- One Stretcher
- 5 Tourniquets CAT GEN 7
- 5 SWAT Tourniquets

The programme is provided in Annex 3: HEAT ToT schedule

- The Action designed a training on Dual-Use Items (DUIs) in 2022. The course is planned to be delivered to LAF trainers in the format of ToT and will be followed by three (3) foundation-level courses on DUIs in January 2023. This course will allow border units to acquire the necessary knowledge and skills to be able to identify goods and commodities that can be used in illegal activities and includes an aspect of interagency collaboration and risk management.

d) Delivery of EU-accredited pedagogical courses to trainers.

- Two (2) trainers from GS have successfully completed the "Vocational Train the Trainer" course – EQF level 4, which was delivered in collaboration with the Training Institute on Migration Capacity Partnership for the Mediterranean (MCP MED TI). The training took place in Malta from 28 September 2022 until 7 October 2022. As a result, they received 2 ECTS credits, which are internationally recognized.
- The Action seeks to provide 50 both newly appointed trainers and experienced trainers from LAF and other border agencies with the pedagogical competencies to perform effectively their role as professional vocational educators. In this regard, it launched a competitive procurement procedure for the identification of a training provider that is able to deliver EU-accredited pedagogical "Train the Trainer Award" and selected 5.1.2a an accredited Higher Education Institute, as the training provider. The training will be delivered during the months of February and March 2023. The training is pinned at EQF level 5 with 4 ECTS.

e) Support (including workshops etc.) to the alignment of training material (either new or pre-existing) to recognised EU standards.

- The Action engaged in discussions with the Border Control Committee and the LBRTS command for enhancing the quality and compatibility of training products offered by LAF. The discussions evolved around the alignment of the training curriculum to the Frontex Common Core Curriculum (CCC) while encompassing the national context and needs. The CCC for Border Guard Basic Training in the EU is a curriculum establishing learning standards for the border at the operational level in European Union Member States and can be further customized and adopted by other states. The LBRTS welcomed the idea and considered it a strong benefit. Accordingly, the Action is planning an activity in 2023 to assess the current curriculum and devise a roadmap for upgrading it accordingly.

f) Support to establishing a cooperation agreement with a recognised EU educational institute for training delivery and product development.

- The Action is considering potential collaboration with the Netherlands Royal Marechaussee (KMAR) for training delivery and product development to LAF. This will be further pursued in year 2, to explore areas of collaboration and relevant agreements of this front.

g) Procure a low-cost/high-impact infrastructure/equipment directly related to the improvement of LAF training facilities.

- The Action supported the enhancement of the LBRTS's distance learning suite internet capabilities through the provision of 5.1.2a. The use of 5.1.2a will allow students to attend trainings and access lectures online and refer to relevant study material in various multimedia formats. It also helps trainers by letting them use various tools in their curriculum. It can improve the quality of education in many ways. It opens doorways to a wealth of information, knowledge, and educational resources, increasing opportunities for learning in and beyond the classroom. It also allow LAF trainers to host international experts and speakers to participate in training sessions, in a very cost effective method.
- The LBRTS identified the urgent need to repair the 5.1.2a that was installed in phase IV. Due to a water shortage at the LBRTS and the 5.1.2a 5.1.2a the system was damaged, with pipes bursting and panels cracking beyond repair. The Action held several meetings between LAF officials and the supplier 5.1.1c in order to resolve the problem and identify mitigation measures to avoid future failures of the system. A technical solution coupled with a maintenance plan was identified. The system will be repaired in 2023.
- The diagnosis of the situation is provided in Annex 4: Diagnosis of 5.1.2a 5.1.2a

h) Support to the increased role of female instructors, students and administrators.

- The Action encourages participation of women in all aspects of its activities. This is relayed in all correspondence with LAF and all other relevant border agencies. The

Action is also empowering active role of women in the delivery of trainings through their inclusion in all ToTs implemented so far. The Action will continue this effort to encourage more participation on this front.

- The Action identified through the TNA the need to develop and deliver training on Gender Awareness. These trainings aim at changing gendered perspectives on the roles of women and men, countering gender-related stereotypes and creating a more equal environment.

i) Support (including workshops etc.) to the creation and delivery of a maritime port security course by the Training School.

The Action recruited a maritime port security expert who will support the identification of gaps in maritime port security and identify required interventions. The expert will conduct the following steps:

Step 1: Conduct a baseline assessment on port security in Lebanon and map the role of the different security agencies involved in Lebanon maritime port security.

Step 2: Identify required competencies to further professionalize maritime port security in Lebanese ports in line with the new port vision and international best practices.

Step 3: Identify training requirements for maritime port security actors in Lebanon.

Step 4: Develop training course curriculum.

j) Support (including workshops etc.) to the delivery of other border management courses by the Training School.

- The activity is in the planning phase.

k) Other activities

- The Action supported the LBRTS organise a celebration on the occasion of the Lebanese Independence day on its premise on 23 November 2022. Supporting and participating in events and activities that benefit the Army and the civilian community build on already existing efforts of the Lebanese Army helping local communities. Such events can have a largescale impact because the Army is located in a large number of towns and cities across the country.

5.1.2a

5.1.2a

5.1.2a

One hundred twenty six (126) students and 10 teachers from 5.1.2a attended the event at the LBRTS with 14 LAF officers and soldiers.

Progress against indicators:

Output	Achieved in 2022	% of target
Annual identified learning needs and solutions	Detailed TNA developed for LAF with training needs for LBRTS and all LBRs identified	100%



At least two (2) study visits to regional/EU states conducted for a total of 10 participants	Planning phase	-
At least one hundred and fifty (150) participants of specialist courses such as pedagogical, educational management and border management knowledge/skills conducted.	15 participants from LAF LBRTS received a HEAT ToT	10%
At least fifty (50) trainers possessing EU-accredited pedagogical certifications granted.	2 GS trainers received Vocational Train The Trainer course, with EQF level 4 and 2 ECTS credits	4%
At least two (2) workshops on the alignment of training material to EU standards supplemented by ad hoc meetings/discussions conducted.	Planning	-
At least one (1) formal agreement with a recognised EU educational institute for training delivery and product development formalised.	Planning	-
Low-cost/high-impact infrastructure/equipment directly related to the improvement of LAF training facilities installed	Installation of high-speed internet at the LBRTS.	5%
At least 15% of all instructors, students or administrators involved are female.	Females are regularly participating in training activities	17% of all participants involved in training activities are women
A maritime port security course including full written training material in English and Arabic within the Training School library developed.	Planning	-
At least one hundred (100) participants of additional courses trained	Planning	-



3.2. Outcome 2. National border management competence increased

In the first year of implementation, the Action identified the capacity gaps in the area of integrated border management for all Lebanese border agencies and devised a roadmap to address these gaps. The Action delivered trainings in the area of document examination and is planning several activities for the upcoming year to address the various needs identified.

Activities

a) Support to TNAs led by Lebanon.

- The Action developed a consolidated and comprehensive TNA for the General Directorate of State Security (STS). The TNA provides a general overview of STS's training system with an emphasis on the training objectives, subjects, target groups, beneficiaries, training infrastructure and equipment, learning innovative solutions and others. It explains the current situation and lists a set of recommendations. The TNA will support STS to develop a roadmap for a sustainable and improved training and educational system, and subsequently, will enhance the organisation's capacity to achieve its mandate. The document is available in Annex 5: STS TNA
- The Action is coordinating closely with other Actions implemented by ICMPD to maximize synergies and avoid any duplication of efforts. Accordingly, the Action collaborated with "EU-funded Strengthening Capability for Integrated Border Management" to assess interagency training needs for LAF, ISF, GS, and LCA and recommended the below five agreed subjects for inter-agency trainings:
 - Search techniques
 - Investigation border related crime cases
 - Identification of suspicious persons at the border through profiling
 - Document security
 - Training on Integrated Border Management

The Action and EUIBMIII will coordinate closely the delivery of these training courses in order to avoid any duplication of work in a manner that ensures that the training needs of each agency are met.

The document is available in Annex 6: Interagency TNAs

b) Conduct study visits to regional/EU states to develop awareness of relevant practices and standards as well as to promote the work of LAF and/or foster a community of practise.

- The activity is in the planning phase.

c) Support to the delivery of maritime port security courses led by the Training School.

- The activity is in the planning phase. Following the identification of training needs on maritime port security and the development of relevant training material, the course(s) will be developed in year 2.
- d) Delivery of expert-level document security courses to an inter-agency/international audience.**
- The Action has requested the support of the Netherlands embassy in Lebanon to approach the KMAR to gauge their interest and capacity to participate in the delivery of expert-level document security courses to Lebanese border agencies. Accordingly, KMAR scheduled an expert mission to Lebanon in Q1 2023 to assess the border agencies' needs in this area and propose actions accordingly. This applies also to: advanced level document security courses and advanced trafficking in human beings courses listed below.
- e) Delivery of advanced-level document security courses delivered to inter-agency/international audiences.**
- The Action has requested the support of the Netherlands embassy in Lebanon to approach the KMAR to gauge their interest and capacity to participate in the delivery of advanced-level document security courses to Lebanese border agencies. Accordingly, KMAR scheduled an expert mission to Lebanon in Q1 2023 to assess Lebanon's needs in this area and propose actions accordingly.
- f) Delivery of Advanced Trafficking Investigations (THB A) courses.**
- The Action has requested the support of the Netherlands embassy in Lebanon to approach the KMAR to gauge their interest and capacity to participate in the delivery of Advanced Trafficking Investigations (THB A) courses to Lebanese border agencies. Accordingly, KMAR scheduled an expert mission to Lebanon in Q1 2023 to assess Lebanon's needs in this area and propose actions accordingly.
- g) Delivery and/or support to further courses identified by LAF-led TNAs.**
- Based on the results of the TNAs, and the need identified at an interagency level for further professionalizing capacities on document security, the Action in collaboration with the MCP MED TI, delivered a "Document Examination Essentials (DEE) – Trainer Induction" course to seven (7) trainers from GS. The training took place in Malta between 7 and 11 November 2022. As a result, two (2) GS trainers completed all the authorization requirements and are now officially authorized to deliver EU-accredited Document Examinations Essential course. The remaining trainers will still need to pursue further trainings to obtain the authorization. This will strengthen the national capacities and further position Lebanese trainers as subject matter experts who could deliver trainings at both national and international levels.
 - The Action, through the GS trainers who participated in the DEE trainer induction course, delivered two (2) EU-accredited Document Examination Essentials training

courses in partnership with the MCP MED TI to a total of 21 Lebanese students from GS and ISF from 12 until 16 December 2022. The course is pinned at EQF level 4 with 2 ECTS.

Progress against indicators:

Output	Achieved in 2022	% of target
Annual identified learning needs and solutions.	<ul style="list-style-type: none"> - Detailed TNA developed for STS with training needs identified - Interagency training needs identified LAF, ISF, GS and LCA 	100%
At least two (2) study visits to regional/EU states conducted for a total of ten (10) participants.	Planning	-
At least seventy-five (75) participants on maritime port security courses trained.	Planning	-
At least one (1) expert-level document security course delivered.	Planning	-
At least twenty (20) participants trained on at least two (2) advanced-level document security courses.	Planning	-
At least twenty (20) participants trained on at least two (2) THB A courses.	Planning	-
At least three hundred (300) participants trained for courses identified by LAF-led TNAs.	Total: 28 participants trained for courses identified by LAF-led TNAs. <ul style="list-style-type: none"> - 7 GS trainers received a Trainer Induction on Document Examination Essentials (DEE) - 21 participants from GS and ISF were trained on DEE 	9.33%

3.3. Outcome 3. Regional border management competence increased

The Action successfully launched the regional component with the first activity taking place in Amman, Jordan involving Lebanese, Iraqi and Jordanian Border agencies. A training course was also delivered to a regional audience marking the first of many training events planned at the regional level.

Activities



a) Logistical, administrative and delivery support for courses delivered by Lebanese trainers to regional audiences.

- The Action led an interagency mapping exercise to identify the existing capacities for the different Lebanese border agencies (LAF, ISF, GS, LCA, STS) in the area of integrated border management. Two (2) workshops were held in this regard on 14 September 2022 and 13 October 2022 involving all the national stakeholders to identify the existing capacities. The work resulted in a consolidated and comprehensive training matrix that encompasses all of the areas of excellence and training courses that can be delivered by Lebanese agencies. This matrix serves as the basis for national and regional training activities.

The document is available in Annex 7: National Training Matrix

- A GS authorized trainer delivered an EU-accredited Document Examinations Essential course (EQF level 4), in partnership with the MCP MED TI, to a mixed class of 7 participants from Libya and Lebanon, in Malta from 5 until 9 December 2022. This is evidence of the advanced level that GS has in this area and their strong commitment to invest this knowledge for further professionalising national and regional competencies.

b) Conduct representation/exchange missions for Lebanese representatives to regional states.

- The Action held its first regional knowledge and experience exchange coordination session on 23 November 2022, in Amman – Jordan, in coordination with the Integrated Border Management in Jordan project and Integrated Border Management in the Silk Routes Countries project, with the participation of delegations from the Hashemite Kingdom of Jordan, the Republic of Lebanon, and the Republic of Iraq. The session provided an opportunity for participating officials from border management agencies from Lebanon, Iraq and Jordan to learn from each other, exchange on their challenges and ideas and explore possible ways to use available opportunities from existing projects, notably in terms of capacity development. The session succeeded in raising the interest of the participating countries on the value and importance of regional cooperation to develop capacities on integrated border management and allowed them to exchange their experience in the field of integrated border management. The coordination session created a platform for dialogue and engagement anchored towards the promotion of a multi-dimensional governance model where regional actors work together and develop tailor-made solutions to meet their capacity needs. It allowed the participants to identify thematic areas appropriate for expanding regional cooperation, discuss good practices and common challenges and consider potential joint activities, such as study visits and joint training courses, in the area of border management.

A summary of the outcomes of the meeting is provided in Annex 8: Jordan Trilateral Session Feedback Paper

c) Host border management-themed regional conferences in Lebanon for representatives from regional states (indicatively Iraq and Jordan).

- This activity is in planning phase.

Progress against indicators:

Output	Achieved in 2022	% of target
At least ten (10) courses delivered by Lebanese trainers to a total of one hundred and twenty (120) regional students.	<ul style="list-style-type: none"> - 1 EU-accredited DEE course delivered by Lebanese trainers to a regional audience - 7 students trained on DEE 	10% 5.83%
At least three (3) representation/exchange missions to regional states for a total of fifteen (15) Lebanese representatives completed.	<ul style="list-style-type: none"> - 1 regional knowledge and experience exchange coordination session organised with representatives from security agencies in Jordan and Iraq. - 6 participants from Lebanese security agencies 	33.33% 40%
At least three (3) Migration-themed regional conferences in Lebanon for representatives from regional states (indicatively Iraq and Jordan) held.	Planning phase	-

4. Progress at a glance (Against Logical Framework Indicators)

Indicator	Baseline	Target	Current status
Delivery of all activities mentioned within the project fiche	N/A	100% delivery of all activities	Ongoing
Procurement and delivery of all equipment	N/A	Successful delivery of all equipment	Ongoing
Number of participants in activities overall	N/A	800	269
Number of maritime security learning product	N/A	1	0
Number of trained participants	N/A	75	56

Number of regional events held	N/A	15	2
% participation of female participants in activities	N/A	At least 15%	29%
non-LAF participants involved in activities	N/A	At least 10%	59%
% of trained participants who demonstrate an increase in knowledge as a result of ICMPD trainings	N/A	90%	100%
% of training participants who report an increase in confidence and preparedness to use effectively the acquired equipment as a result of ICMPD trainings	N/A	90%	100%

5. Lessons Learned

The key lesson learnt during the implementation of the Action is that the complexity of technical assistance provided in Lebanon requires thorough consideration of the reality on the ground, particularly concerning its political and security developments.

5.1.2a

5.1.2a

5.1.2a Shifting from the methodology of predesigned activities, and in order to address this uncertainty, the Action has been basing its activities on the TNAs conducted within the scope of the Action and the immediate needs identified by the beneficiaries themselves. Moreover, it has been consistently holding meeting between officials from partner agencies and the subject matter experts to ensure that the training delivered and the activities implemented are customized to meet the actual needs of the agencies and maximize their relevance. Furthermore, the Action has been working closely with the agencies to target the right people and warrant their participation in the activities.

It should be noted that another crucial lesson learned so far throughout the implementation of the Action, is the need to have strong working relations with the agencies, namely the focal points. In this regard, the relationship between the Action and the beneficiary agencies has been extremely positive. From the beginning of the Action, it has grown and developed to a point where there is active, high- quality cooperation. The work and accessibility of the Action focal points has been a major element in the creation of this successful working relationship. As the Action has progressed, the focal points have been instrumental in providing honest feedback and ensuring that activities run smoothly and as much as possible in line with the time-plan of the Action.

6. Possible Changes in approach and methodology

Collaboration with MCP Med TI. Several activities within the Action were initially designed to be closely implemented in collaboration with MCP Med TI. These mainly include the regional training activities where the training institute could have been the vehicle for connecting demand from different regional countries with the relevant capacities from Lebanon. However, LAF decided to refrain from any activity involving the training institute due to their own internal considerations. Accordingly, the Action will be coordinating with each country independently through other sister projects and ICMPD regional offices to make ends meet.

Beneficiaries for maritime port security component. LAF has formally expressed that the LBRTS is not the relevant party to own and deliver training on maritime port security. The LBRTS is only concerned with land borders and it does not cover maritime borders or maritime ports. On the other hand, the Directorate General of Land and Maritime Transport at the Ministry of Public Works and Transport, is the designated authority under the International Ship and Port Facility Security (ISPS) Code, responsible for maritime port security. This has been endorsed by the national law upon signing the SOLAS convention. Accordingly, the Action recommends including the MoPWT as a potential beneficiary as it is a key stakeholder in maritime port security.

7. Communication and visibility

Visibility has been ensured through several complementary approaches:

1. The flags of the Netherlands and Lebanon and project rollup banners are overtly placed during training events. Letterheads, certificates and training material always contain the Netherlands flag or the statement: "This project is funded by the Netherlands."
2. Project visibility items (pens, notebooks, notepads, USB sticks), clearly displaying the Netherlands flag, have been produced and are distributed in all relevant meetings and training activities.
3. All activities and meetings have included an introduction highlighting that this is made possible through the support of the Netherlands.
4. Project fact sheets are clearly displayed and made available at the ICMPD office and have been regularly distributed at meetings with relevant stakeholders, in addition to being available at the ICMPD website.
5. News releases and social media posts are issued following each project activity on the ICMPD Facebook page and through the ICMPD Lebanon Twitter account.

8. Annexes

Annex 1: Project protocol

Annex 2: Training Needs Analysis Report LBRTS

Annex 3: HEAT ToT Schedule

Annex 4: Diagnosis of Solar and Water Heating System

Annex 5: Training Needs Analysis for Lebanese State Security

Annex 6: Inter-Agency Training Needs Analysis Report

Annex 7: National training matrix

Annex 8: Jordan Trilateral Session Feedback Paper



5.1.2a

Repairs at the Land Border Regiments Training School (LBRTS)

Background information and way forward

The Netherlands' Assistance to Lebanese Border Agencies (IBM) – Phase IV contracted 5.1.1c 5.1.2f in March 2020 after a competitive procurement procedure in order to install a 5.1.2a

5.1.2a

5.1.2a

5.1.2f

However, 5.1.2a suffered from damages making it non-operational. This was due to water shortages at the LBRTS, which lead to 5.1.2a

5.1.2a

The Netherlands' Assistance to Lebanese Border Agencies (IBM) – Phase V held several meetings at the LBRTS with officials from the school and the Lebanese Armed Forces' Engineering Directorate and 5.1.1c and agreed on the following solutions:

- 5.1.2a needs be installed to replace the damaged ones.

- Installation of 5.1.2a

5.1.2a

- Installation of 5.1.2a

- Installation of 5.1.2a


- The electrical installation of 5.1.2a

5.1.2a

5.1.1c 5.1.2f submitted a financial offer for the new system, which amounted to USD

5.1.2f (including VAT), with a 3-year warranty for 5.1.2a and a 1-year warranty for 5.1.2a. The cost will be paid from the project procurement budget dedicated to the school.





Project Number: 4000005618
Project Title: Netherlands' Assistance to Lebanese Border
Agencies (IBM) – Phase V
Annexes to Annual Report (01/03/2022 – 31/12/2022)

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Annex 6: Inter-Agency Training Needs Analysis Report

Annex 7: National training matrix

Annex 8: Jordan Trilateral Session Feedback Paper

Annex 1: Project Protocol



Project Protocol

Netherlands Assistance to Lebanese Border Agencies

Lebanon (IBM) – phase V

*Establishing Lebanon as a Driver of Regional Border Management
Partnerships Project*

Context

The "Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V" Project, herein referred to as "Project", is a project funded by the Netherlands and implemented by the International Center for Migration Policy Development (ICMPD). The Project represents a valuable continuation and logical evolution of previous assistance provided by The Netherlands to Lebanese Border Agencies since 2015 (Phases I-IV).

Project overall objective and specific objectives

The Project will support the positioning of the Lebanese border agencies as effective national and regional providers of border management training and capacity development. In doing so, the Project will simultaneously enhance the professionalization of border management capacities within Lebanon, directly contribute to the development of national and regional states' border capacities, and facilitate closer functional regional cooperation. Such development continues to be essential to counter the ongoing threats to rule of law, health and economy caused by under-resourced and porous borders.

The Project will pursue a single Overall Objective:

"To facilitate Lebanese border agencies' under the lead of the Lebanese Armed Forces (LAF) role as national and regional providers of expertise in order to strengthen regional border management capacities."

To achieve this, the Project will function across three inter-linked Components:

1. Continued development of the LAF, Land Border Regiments' Training School
2. National provision of training with a specific inclusion of maritime port security
3. Regional training and knowledge exchanges

These will combine to achieve six (6) Specific Objectives:

- Further professionalise border management education and capacities in Lebanon
- Enhance national and regional border management capacities
- Enhance security at maritime ports with a specific contribution to Beirut Port
- Promote the role of women in migration vocational education
- Increase regional access to contextualised border learning opportunities
- Foster sustainable inter-agency and regional communication and cooperation

Project beneficiaries

The Project will partner directly with LAF and other state agencies including the Internal Security Forces, State Security, General Security and Lebanese Customs Administration to achieve these goals.



Role of the parties involved in this protocol

ICMPD: Responsible for the implementation of all activities in the Project as per the scope indicated in the Project document titled Netherlands Assistance to Lebanese Border Agencies (IBM) – Phase V, date 2021 – attached as an Annex.

Lebanese Armed Forces: Main beneficiary of the Project. Employing a capacity partnership approach, the Project will also proactively partner with LAF for them to act as the provider of both training and knowledge exchanges to other Lebanese bodies. The scope of this partnership will be further developed throughout the Project implementation phase inline with the Project document.

Timeframe

The project protocol enters into effect upon signature of both parties and ends on 28/02/2025. Any extension to the implementation period of the Project will be officially communicated to LAF and will automatically result in an extension of this protocol.

Communication

All communication between both parties shall be done in written letter format. Faxes and e-mails can be used in the case of urgent correspondence.

LAF: 1.2a@army.gov.lb

ICMPD: 5.1.2a@icmpd.org 5.1.2a

Signatories

First Party

Second Party

On behalf of LAF Command

On behalf of ICMPD

5.1.2e

5.1.2e

Annex 2: Training Needs Analysis Report LBRTS

A training needs analysis report for Lebanese Armed Forces
Land Border Regiments and Training School

September 2022





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Introduction

Professional training is one of the managerial actions that ensure that the level of the services provided in an agency/institution is maintained at a satisfactory level or even more, improved and that the same individuals can readjust to the permanent changes that occur in certain adjacent environments to that agency/institution. Managers are also interested in permanently providing education and training to the personnel, both designed to ensure proper execution of professional tasks and thus attracting a higher performance level. We should not only acknowledge the fact that professional training for the organization is necessary, but we should also determine the most efficient strategies regarding the implementation of training programs for the personnel.

The process of professional training is complex, dynamic and it is spread out over a lengthy period in time, through its two own phases:

1. Initial training (in the vocational training sense), which aims at training the elements with the view of obtaining the qualification, offering them the possibility of practicing a job or taking up a certain position within an agency/institution. Initial training is taught at specialized institutions (i.e. Land Border Regiments Training School) or within agencies/law enforcement authorities (new elements attend training programs that concern with the know-how, acquiring the necessary skills and instilling the appropriate behavior needed for the position).
2. Continuous training (in the professional development sense) is a stage that arises after the individual has taken up a certain position within the agency. This stage consists of engaging into various skill improvement/specialization courses, seminars, professional summits, all with the purpose of a global enrichment and consolidation of the current knowledge and of the work habits.

Therefore, a successful professional training for Lebanese Armed Forces (LAF) personnel can be achieved by: planning detailed programs with clear and measurable goals, appointing the best experts and efficient training instructors, using follow-up evaluation, determining the most appropriate training methods and means and employing a diversified approach of activity planning.

In this scope, the Training Need Analysis (TNA) report has been prepared by the project team of the International Centre for Migration Policy Development (ICMPD), implementing the Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V in close coordination with LAF Land Border Regiment Training School (LBRTS).

The TNA process and this report are informed by the previous TNA Report developed during phase IV of project in 2021. The report lays out the findings from several documents including the “Integrated Border Management Strategy for Lebanon” that was approved by the Lebanese council of minister in 2019 and the “Action Plan for the Implementation of the Integrated Border Management Strategy for the Republic of Lebanon” draft dating 31/05/2021. In addition, the report is also informed by the “Land Border Regiments Training School Plan 2022-2025”.

Its purpose is to clarify the current training situation with regard to capacities and needs, before identifying practical recommendations focused on long-term sustainability. As such, it provides a framework for training development activities, predominantly for NL IBM LBN V but also for other external providers and LAF.



The training needs analysis encompasses the needed changes and developments in the skills and knowledge of the Land Border Regiments (LBR) and the LBRTS in order to help them carry out their tasks more effectively and efficiently.

Context

As a result of the unfolding situation in the region, the Lebanese Armed Forces (LAF) was assigned to deploy on the Lebanese land borders in order to monitor and control them. Land border regiments were established and tasked with monitoring and securing the Lebanese-Syrian border. 5.1.2a

5.1.2a

5.1.2a

The LAF receives support from many countries, armies and friendly organizations, as it is given a priority due to its effective role. In addition to 5.1.2a the army benefits from various training and educational assistance, and therefore it is worth noting the need to plan well in order to rationalize this support and make maximum use of it by gradually targeting training gaps according to their impact on the completion of tasks. As a result of this international cooperation, the LBRTS was established at 5.1.2a in 2018 with the aim of training the bodies entrusted with controlling and monitoring the Lebanese borders, and ensuring that they acquire the knowledge, skills and behaviour that will allow them to carry out the tasks assigned to them within professional ethics and adequate legal frameworks. Many countries and organizations contribute to the school's support. 5.1.2a

5.1.2a

5.1.2a

However, the Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) project, implemented by the International Centre for Migration Policy Development (ICMPD), remains the school's biggest supporter on the logistical and training levels.

Overview of Land Border Regiments tasks

The LBRs are composed of LAF elements who have received general military training, which in theory enables them to perform their duties. However, after examining the specific tasks of these regiments, the need arose for specialized training in border control that would enable them to carry out their tasks in practice. In order to determine the gap between reality and expectations, the knowledge, skills and abilities of the LBRs were analysed during the previous phase of the project in July 2021. The analysis was updated during this current phase in August 2022. Whether for current or future regiments, and in order to identify the necessary features for success, this analysis focuses on the



functional tasks and standards, along with the skills, abilities and knowledge necessary to succeed in achieving these goals. In this context, a list of the main tasks assigned to each regiment was organized according to its tasks and sector of deployment as follows:

5.1.2a

Regiment	Assigned Tasks
----------	----------------

5.1.2a

5.1.2a

Training Needs to Support the Mission of Land Border Regiments

LAF elements are subject to a set of general (joint section) and special training courses 5.1.2a 5.1.2a that equip them as individual fighters and provide them with the appropriate knowledge, skills, and behaviours that enable them to perform their duties. Based on their ranks and positions, they are subjected to different courses commensurate with the new positions they occupy. The task of monitoring and controlling the borders is somewhat new, especially with regard to the eastern borders 5.1.2a. The development of the capacities of LBRs soldiers is the only weapon they have against this new type of challenge, and this new knowledge, skills and behaviours are vital for overcoming the risks associated with border control. Accordingly, training needs necessary to carry out the main tasks were identified.

Table 2: 5.1.2a

Main Tasks	Training Needs	Relevant Regiment
<div>5.1.2a</div>		



5.1.2a

Land Border Regiment Training School Training Capacity

The table below describes the main courses the LBRTS have the capacity to deliver through its network of experienced trainers.

Table 3: LBRTS Training Capacities

Name of Course	Essential Training Sessions	Training Supplier
5.1.2a		



5.1.2a

Identified training courses

Training management achieves a direct positive result on the work by targeting military personnel in specific jobs and subjecting them to special training that enables them to perform their duties. Training programs focus on achieving the goals of the senior leadership within a specified timeframe and without wasting time in implementing inappropriate and ineffective training on the long run. Since there is a large number of relevant courses, it is important to prioritize while planning the training. Since **5.1.2a** have been deployed at the border, these priorities allow the scheduling of courses according to their degree of importance and their impact on addressing gaps in knowledge and thus enabling personnel to perform their tasks. In addition to the above-mentioned about the importance of investing time to implement specialized training, it is also worth noting the importance of allocating the appropriate and necessary human resources and material capabilities to implement the training. All levels benefit from these courses, starting from the first lines (the tactical level) through the second and third lines (the operational and strategic levels) to the leadership level.



After an analysis of the needs, the relevant courses were identified.

Table 4: Training courses to meet the training needs of the LBRs and the LBRTS

Table 4.1: 5.1.2a

Name of Course	Essential Training Sessions	Beneficiaries
5.1.2a		



5.1.2a



5.1.2a



5.1.2a

Note: This table remains subject to modification when needed (exclusively by those concerned).

These training sessions will be implemented in stages, starting from basic training to specialized training. Since the training needs analysis is a continuous process, it is necessary to highlight the need to assess the situation in the various stages of implementation by measuring the level of military performance of tasks before undergoing training (to be used as reference when comparing results after the training), which enables to measure the extent to which the training objectives have been achieved and to seize the appropriate opportunities for improvement.

Annex 3: HEAT ToT Schedule

		0830 0900	0900 - 1000	1000 - 1100	1100 - 1200	1200 1230	1230 1330	1330 - 1430	1430 - 1530	1530 - 1630	1630 - 1730
		0830 - 0930		0930 - 1030	1030 - 1230		LUNCH	1330 - 1730 45 min per session + slippage = 4 hrs			
Day 1	BREAKFAST	Welcome, course intro Cyber and information security and Grab bags	Mental Functioning Post Traumatic and Environmental Stress (PTES) awareness.	Catastrophic Bleeding STB With and without equipment		Fire Safety		Mines/UXO/ERW	Checkpoints	Behaviour Under Fire	
Day 2	BREAKFAST	0830 - 0930	0930 - 1030	1030 - 1230		LUNCH	1330 - 1730 45 min per session + slippage = 4 hrs				
		Psychological First Aid	RAT/ADD	Capture and Captivity (incl Stages of kidnap, surveillance detection and avoidance, conflict management and de-escalation, rescue, mental resilience, carjacking)			Security Risk Assessment Building security and Safe Mission Planning	Situational Awareness, crowd dynamics	Driving standards, convoy security and vehicle safety	IED	
Day 3	BREAKFAST	0830 0900	0900 0930	0930 - 1530					1530 - 1630	1630 - 1730	
		Briefing and safety	Prepare to deploy	Rebel checkpoint/kidnapping/interrogation/Rescue exercise						Course debrief and exercise rationale	Course debrief, certificates and photo

Annex 4: Diagnosis of the [5.1.2a] System

[5.1.2a]

Repairs at the Land Border Regiments Training School (LBRTS)

Background information and way forward

The Netherlands' Assistance to Lebanese Border Agencies (IBM) – Phase IV contracted

[5.1.1c]

in March 2020 after a competitive procurement procedure in order to install a comprehensive [5.1.2a] system, which included [5.1.2a]

[5.1.2a]

at the LBRTS. The system also included

[5.1.2a]

[5.1.2a]

The

total contract amounted to [5.1.2f]

However, [5.1.2a] system suffered from damages making it non-operational. This was due to water shortages at the LBRTS, which lead to [5.1.2a]

[5.1.2a]

[5.1.2a]

This has led to the damage of the

[5.1.2a]

beyond repair requiring their replacement.

The Netherlands' Assistance to Lebanese Border Agencies (IBM) – Phase V held several meetings at the LBRTS with officials from the school and the Lebanese Armed Forces' Engineering Directorate and [5.1.1c] and agreed on the following solutions:

-
-
-
-
-
-

[5.1.2a]

To avoid any future failures, the Action will be implementing a management plan for the system with clear responsibilities and accountabilities and linking it directly with LAF Engineering directorate for monitoring. This System Management Plan is intended to provide key information necessary to effectively maintain the system. It will describe the regular activities essential to the support and maintenance of the system as well as the roles and responsibilities of those responsible for administering the system. Additionally the Action shall implement a training by [5.1.1c] once the new system is in place to ensure that they have all the information needed for operating it. The Action will liaise directly with the LAF engineering and [5.1.1c] to develop the system management plan and train on it once the system is in place. Additionally, and as part of the contract there will bi-monthly visits from [5.1.1c] to check on the system.



5.1.1c 1c submitted a financial offer for the new system, which amounted to USD
5.1.2f with a 3-year warranty for the 5.1.2a and a 1-year warranty
for the 5.1.2a The cost will be paid
from the project procurement budget dedicated to the school.

ANNEX 5: TRAINING NEEDS ANALYSIS FOR LEBANESE STATE SECURITY

Netherlands Assistance to Lebanese Border Agencies (IBM – phase V) – Establishing Lebanon as a Driver of Regional Border Management Partnerships

November 2022





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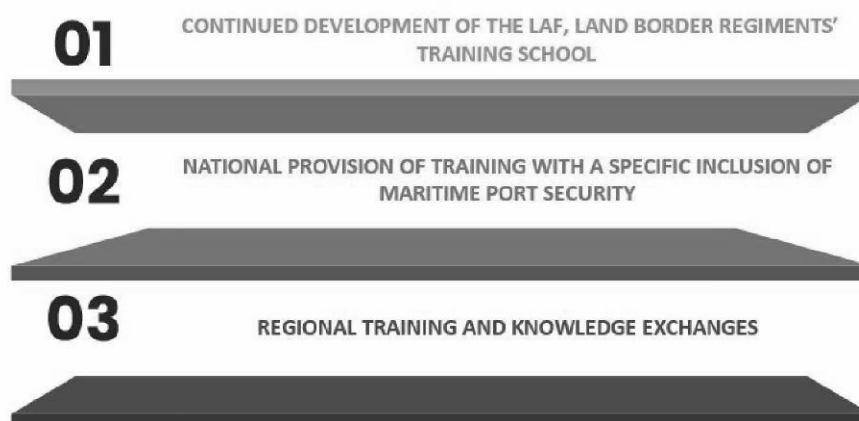
List of Abbreviations and Acronyms:

Covid – 19	Corona Virus Disease 2019
EQF	European Qualifications System
GS	General Security
IBM	Integrated Border Management
ICMPD	International Centre for Migration Policy Development
ISF	Internal Security Forces
LAF	Lebanese Armed Forces
STS	State Security
SWOT	Strengths, weaknesses, opportunities and threats
TNA	Training Needs Analysis
TOR	Terms of Reference

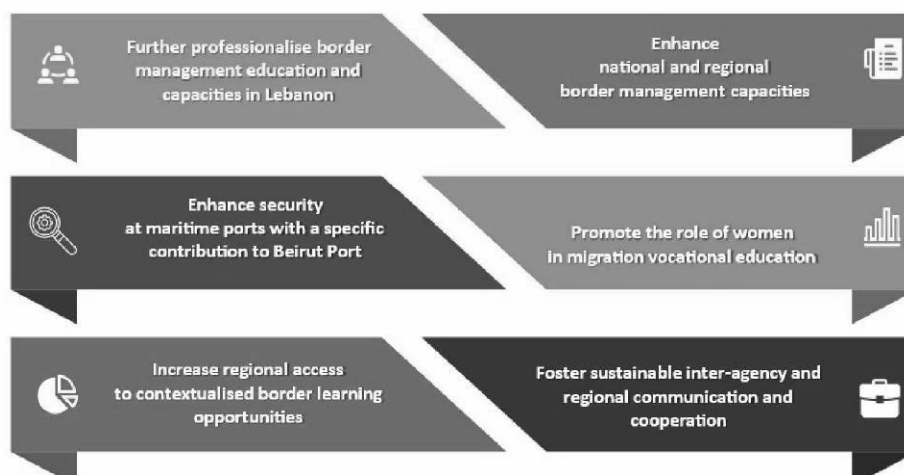
I. INTRODUCTION

1. Project overview and background

The Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V project supports the positioning of the Lebanese border agencies under the lead of the Lebanese Armed Forces (LAF) as effective national and regional providers of border management training and capacity development. The project will pursue this under three interlinked components respectively at intra-agency, interagency and international levels:



This will further professionalize border management capacities within Lebanon, and will directly contribute to the development of national and regional states' border capacities, in addition to facilitating closer functional regional cooperation. It represents a valuable continuation and logical evolution of previous assistance provided by The Netherlands since 2015. These will combine to achieve six specific objectives:



In the context of the second component of the Project, “National Provision of training within a specific inclusion of maritime port security” the Netherlands project conducted a training needs analysis for the Lebanese State Security.

2. Purpose , main value and objectives of the TNA

The Training Needs Analysis will provide a general overview of the General Directorate of State Security (STS)’s training system with an emphasis on the training objectives, subjects, target groups, beneficiaries, training infrastructure and equipment, learning innovative solutions and others. It will ensure an overview of the current situation and will list a set of recommendations. The TNA will support STS to develop a roadmap for a sustainable and improved training and educational system, and subsequently, will enhance the organisation’s capacity to achieve its mandate.

The evidence on TNAs and their strategic role in supporting organizational development indicates that they can play an important role in supporting the STS’s adaptation to its emerging mission as intelligence organization. TNA can also assist in strengthening the individual and organizational level competencies required to respond to the modern challenges that STS face at the national and regional levels.

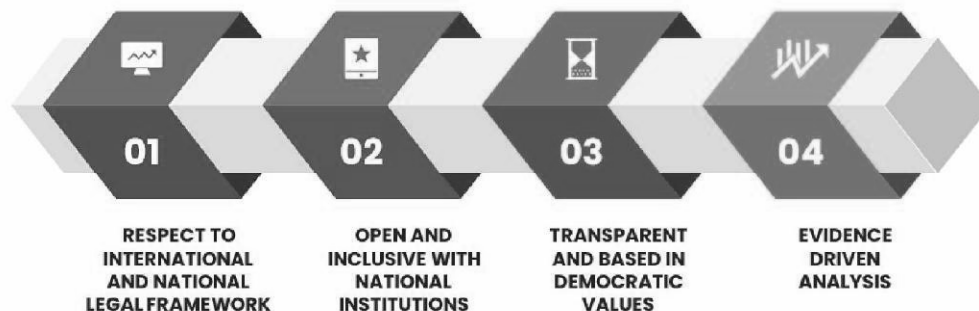
A systematic assessment of the STS’s training needs is valuable in addressing the organization’s cultural and professional competency issues. The TNA can provide the organization with the information that it needs to better train officers.

The main objectives of this TNA can be summarized as follows:

- *Gain a solid understanding of the existing training system of the STS through desk research and interviews, analysis of legislative, organisational and technological background, identifying strength, weaknesses, opportunities, threats, gaps, national, EU and international best practices ;*
- *Based on the result of analysis, to provide recommendations that address the identified gaps and reinforce good practices in place;*
- *To support the State Security in Lebanon in the development of short, medium and long-term roadmap towards the development of the current training system.*

3. Guiding principles for the TNA

The main approach to achieve the final results was underpinned and guided by a set of core principles. These were used in order to ensure the outcomes are feasible and meet the STS’ needs and requirements while also aligning with EU and international good practices.



The findings and conclusions were based on evidence found during the analysis process. The conclusions were based on concrete data and results and reflect the real image of the training system of State Security. The findings and recommendation are delivered with full respect to the organisational values and principles.

4. Overview of the methodology used for the TNA Report

To meet its emerging service challenges, any law enforcement / police / security / intelligence organization must continuously address its need to adequately train new and existing staff. The training system must be adaptive to assure that its cultural and competency characteristics are in alignment with its service demands. As the STS continues to evolve from its organizational roots and faces a rapidly changing social landscape, the pressure that it faces to adapt is likely greater than in many other law enforcement/security operational settings. As a result, its approach to post-recruitment and in-service training also should be adaptive.

To assure that the training needs of an organization are met, including those of a security/intelligence agency, it should carefully assess its training needs such that it can design a training program that responds to those needs.

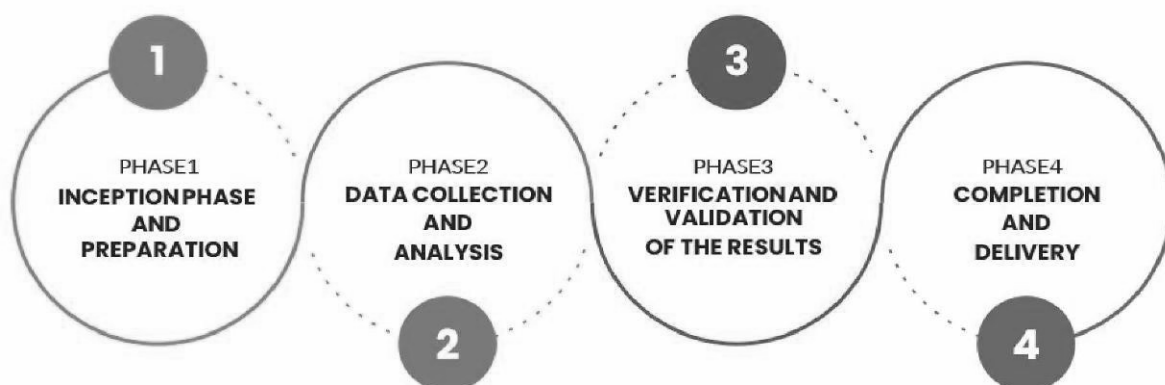
5.1.2a

5.1.2a The research described in this report addresses this deficiency by reporting on a TNA that includes data gathered from STS officers.

The Training Needs Analysis report is the result of the initial research phases and incorporate all the findings and recommendations resulted from the assessment of the STS training system.

Within the analysis, peer review methods were applied to provide suggestions on how to improve the quality of the training system focused on enhancing institutional capacity, and identify any gaps that need mitigation and correction actions. The analysis considered layers involved in the training process of the personnel of the STS.

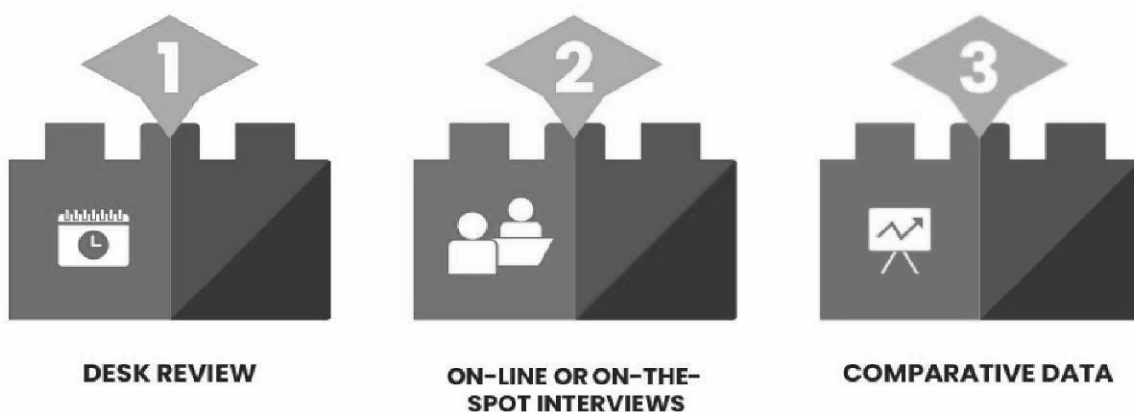
The assessment was split over four generic phases:



Details on the methodology are provided in the Annex: Phases of the analytical methodology for the TNA.

5. Tools of the analytical methodology for the TNA

The following three data collection instruments were used:



6.1 Desk research

The desk research is an important data collection instrument — by collecting, organising and synthesising available information, the project gained an understanding of the general context of State Security in Lebanon. Desk research activities included scanning the online literature and available official sources, analysing secondary data and the provided documentation, and creating a reference list so that all documents are organized and easily accessible to all project team members.

6.2 Online and in-person interviews

Interviews are used to collect data from a focused group of representatives on a broad range of topics regarding the STS training system. The interview is a qualitative research technique which involves asking open-ended questions to converse with respondents and collect elicited data about a subject. There are three types of interviews which will be used to gather data in qualitative research such as *structured interviews*, *semi-structured interviews*, and *unstructured interviews* that could be held online or in-person.

Within the project, only structured interviews were held in order to ensure a coherent approach to the STS main representatives and other relevant structures.

This stage entailed detailed online or in-person interviews with the main actors or authorities related to the training system. The focus was on the main identified priorities within the desk research and other previous stages of the process.

Beside the interviews, the onsite study visits and the workshop held in Beirut also offered the possibility to clarify and consolidate essential information for the TNA Report.

6.3 Comparative data

The collected data and evidence were screened according to the best EU and international practices related to specialised training systems. Beside the general research approaches, a SWOT analysis and a Priority matrix of the STS training system were conducted during the workshop held in Beirut. Both exercises provided a clear image of the short-, mid- and long-term objectives for the training system.

After collection of data, the relevance of the obtained results was evaluated. Then proposals and recommendations were formulated.

Moreover, the comparative data method emphasised the possibility to use best practices and solid models of the training systems already integrated within the other relevant training institutions.

II. OVERVIEW OF STATE SECURITY AND THE TRAINING SYSTEM

1. Brief overview of State Security, its mandate, and main tasks

Brief history of State Security

Paragraph 5 of Article 7 of the National Defense Law dated 16/09/1983, amended by a legislative decree, no.1, dated 26/09/1984 amended by a legislative decree, no.39, dated

23/03/1985 dictated the establishment of the General Directorate of State Security as the executive agency of the Supreme Council of Defense which is chaired by the President of the Republic, with the purpose of safeguarding Lebanon against external and internal threats.

The Directorate carries out its mandate pursuant to the Lebanese Constitution, aiming to protect the state, and its institutions. It maintains, throughout its duties, equality before the law among all citizens, protecting personal freedom and human rights, so that no individual would be arrested, or detained except in accordance with the law.

Main tasks of the General Directorate of State Security

- Collecting information concerning state's internal security through agents, as well as external information, in order to verify, analyse, classify, archive or refer them to relevant authorities;
- Monitoring foreigners' activities and supervising relations between citizens and foreign entities regarding state's security;
- Countering espionage and hostile activity in all its aspects;
- Preliminary investigations in acts affecting the internal and external security of the State, through the Director General, the Deputy Director and the General Directorate's main officers and assigned officers as well as investigation non-commissioned officers, where they perform their functions as assistant judicial officers to the Public Prosecution and to the Government Commissioner at the Military Court, in accordance with the laws in force;
- Coordinating with other competent security agencies, at the General Directorate of General Security, General Directorate of Internal Security and Lebanese Army Directorate of Intelligence, concerning intelligence and exchange of information. A decree by the Council of ministers, upon the proposal of the Prime Minister, determines the details of implementation of the present clause;
- Drafting regular reports to inform the Supreme Council of Defense about general security and political situation; and making appropriate proposals to confront internal and external threats and constantly inform the President of the Supreme Council of Defense and the Vice-President about the security and political situation.

5.1.2a

5.1.2a



5.1.2a

The official authorities are bound to submit to the State Security Directorate the required information of everything that affects the internal and external security of the Lebanon.

The Lebanese State Security has approximately 5.1.2a

2. Current status regarding educational and training system of the State Security

This section of the report gives a short overview of the educational, training and development system of the Lebanese State Security.

There are several categories of staff and personnel with different ranks, positions and tasks within the STS, in accordance with the internal documents of each unit. 5.1.2a

5.1.2a

The STS 5.1.2a for different categories of staff within the organisation. The STS owns a facility used for training in 5.1.2a outside Beirut, but due to the Covid pandemic and the prevailing economic crisis in the activities were stopped in that centre.

5.1.2a

5.1.2a



5.1.2a

III. FINDINGS AND RECOMMENDATIONS

This chapter of the TNA report synthesises and presents in a very focused manner the main findings resulting from in-depth research, along with concrete recommendations based on the identified challenges within the training system of the Lebanese State Security.

The proposals and recommendations are not limited to the training areas or subjects due to the importance and the impact of different procedures or internal organisational standards, such as: the career path guide, detailed jobs descriptions, recruitment criteria, evaluation performance system and others.

The methodology used for presenting the findings and recommendation includes different reference criteria, guided objectives, strategic assessment and milestones.

The training system of the Lebanese State Security could not be analysed and assessed efficiently in a stand-alone approach, so, in this regard there are several concrete areas of action that should be taken into consideration for future improvement and development. The main areas for findings and recommendations were structured based on the results obtained in different stages of the project. All of the below identified areas have a direct impact on the educational and training system of the STS:

1. Training needs, thematic areas and subjects identified
2. Teaching staff, instructors and training experts
3. Administrative and logistical support for training activities and operational field
4. Priorities matrix and roadmap for the training system of the STS
5. SWOT Analysis of the training system of the STS

The main findings within each area are based on the information and conclusions of the meetings conducted with the beneficiary, online discussions and other research or documentation.

The recommendations are based on the main findings and presented for each area identified. The expert included a timeline indicator for each recommendation, short-, mid-



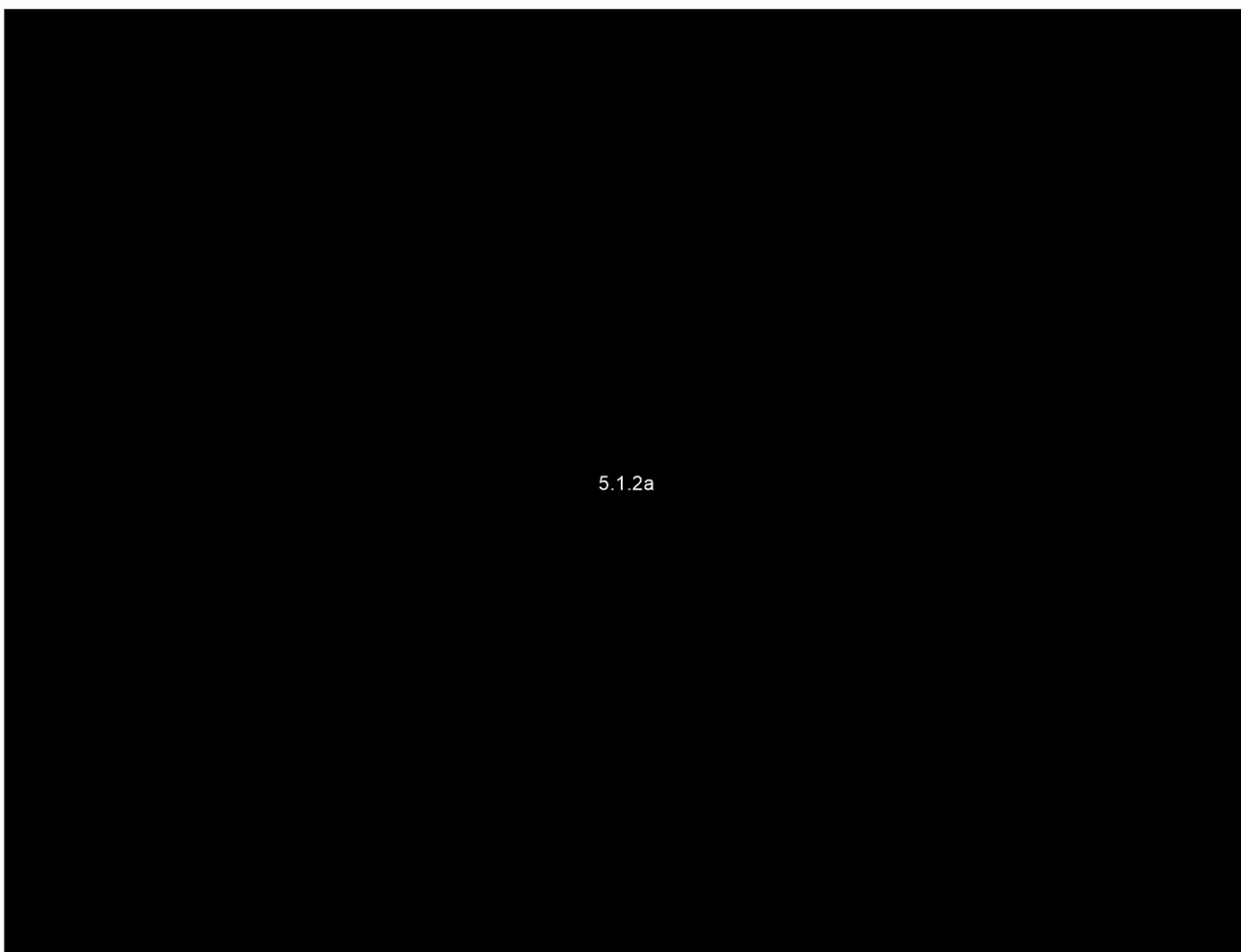
and long-term, based on international best practices.

The roadmap presented is based on the criteria of the estimated time in which the suggested recommendations should be implemented and which are classified in short, medium and long-term:

- **Short Term:** 1 budget year
- **Medium Term:** 2-3 budget years
- **Long Term:** 4-5 budget years

1. Training needs, thematic areas and subjects identified

The table below represents the main recommendations regarding the training needs, thematic areas and subjects identified, along with suggested timeline for implementation (short, medium, and long-term).



5.1.2a



5.1.2a

More specifically, the TNA has identified a list of training subjects that can be covered with different trainings courses, subjects or practical modules. All the identified needs are presented in four generic parts according to the unit or division that made the proposal.

I. STS PERSONNEL AND TRAINING DIVISION

GENERAL FIELDS OF TRAINING	
	5.1.2a

II. STS INTELLIGENCE AND SPECIAL OPERATIONS DEPARTMENT

INVESTIGATION	
5.1.2a	According to the remarks of the beneficiaries: 5.1.2a

HUMINT	
5.1.2a	According to the remarks of the beneficiaries: 5.1.2a

¹ The **SMART model** as it is presented in this report, is just the expert's recommendation or a possible scenario for the **main competences that should be incorporated in the education and training cycles for STS staff.**



ANALYSIS		
1.	<div>5.1.2a</div>	
2.		
3.		
4.		
5.		
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7.		
8.		
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10.		
11.		
12.		
13.		
14.		

According to the remarks of the beneficiaries:

5.1.2a

INTERVENTION	
<div>5.1.2a</div>	

SURVEILLANCE	
<div>5.1.2a</div>	

According to the remarks of the beneficiaries:

5.1.2a

III. *STS Beirut Port Office*

GENERAL FIELDS OF TRAINING	
<div>5.1.2a</div>	

IV. *STS Training and Education Section*

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Based on the above-mentioned topics received from the beneficiaries, and the priority level indicated within the research stages, six topics were identified as institutional training priorities in order to be delivered as courses with different level of proficiency:

5.1.2a

In the below each of the training topics identified is detailed with clear indication on the proficiency level and level of curricula (Kindly refer to Annex 2 for details)

In the next section, there is an example of **multi-level curricula** for the subject

5.1.2a

5.1.2a

The example is not limited to the possibility to add or modify the curricula structure or content and it should be developed with subject-matter experts, especially in identifying the topics to be included and delivered with the courses / modules. Possible topics to be included in the courses are available in the previous section with the proposals from the beneficiaries and the results from the research.

5.1.2a



5.1.2a	
5.1.2a	5.1.2a
	Independent learning phase including testing
	Contact learning phase, 5 days including testing
	Post activity phase
	Exchange Programme Possible
5.1.2a	
Certificate reaching practitioner - EQF level 5 (after test) possible continuation to the second cycle	



		5.1.2a	
		5.1.2a	
Training modules measuring learning progress	First or second cycle EQF level 6	5.1.2a	5.1.2a
			Independent learning phase including testing
			Contact learning phase, 5 days including testing
			Post activity phase
			Exchange Programme Possible
			Certificate reaching advanced practitioner - EQF level 6 (after test) possible continuation to the second/third cycle



5.1.2a			
5.1.2a			
	<i>First, second or third cycle EQF level 7</i>	5.1.2a	5.1.2a
			Independent learning phase including testing
			Contact learning phase, 5 days including testing
			Post activity phase
			Exchange Programme Possible
			Online training on: 1: General legal framework in the field 2: General information regarding the main subjects 3: Other relevant literature or sources
			Certificate reaching expert - EQF level 7 (after test)

In the next section, there is an example of **two-levels** curricula for the subject **5.1.2a**

5.1.2a			
5.1.2a			
Training modules measuring learning progress	First or second cycle EQF level 6	5.1.2a	5.1.2a
			Online training on: 1: General legal framework in the field 2: General information regarding the main subjects 3: Other relevant literature or sources
			Independent learning phase including testing
			Contact learning phase, 5 days including testing
			Post activity phase
			Exchange Programme Possible
			Certificate reaching advanced practitioner - EQF level 6 (after test) possible continuation to the second/third cycle



5.1.2a			
Proficiency exit level: Expert level - EQF level 7			
	First, second or third cycle EQF level 7	5.1.2a	5.1.2a
			Independent learning phase including testing
			Contact learning phase, 5 days including testing
			Post activity phase
			Exchange Programme Possible
			Online training on: 1: General legal framework in the field 2: General information regarding the main subjects 3: Other relevant literature or sources
			Certificate reaching expert - EQF level 7 (after test)



In the next section, there is an example of **single-level curriculum** for the subject

5.1.2a

5.1.2a

5.1.2a			
Training modules measuring learning progress	First cycle EQF level 4-5	5.1.2a	5.1.2a
			Independent learning phase including testing
			Contact learning phase, 5 days including testing
			Post activity phase
			Exchange Programme Possible
		5.1.2a	Certificate reaching practitioner - EQF level 5 (after test)



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2. Teaching staff, instructors and training experts

Findings

- ✓ STS has a **good cooperation** with other specialised training institutions such as the LAF Military Academy, the ISF Training Academy, and others. During the interviews and communication with the beneficiaries, the essential contribution of partners in the educational and training cycles for STS personnel was highlighted.
- ✓

5.1.2a
- ✓

5.1.2a
- ✓ The STS **lacks ToT modules** for trainers with the latest methodologies used in training.
- ✓

5.1.2a
- ✓ Furthermore, STS **lacks training materials and specialised equipment dedicated for the practical modules.**

5.1.2a
- ✓ There is

5.1.2a

 within the agency and

5.1.2a

 dedicated for training or disseminating information between the STS staff.

5.1.2a

5.1.2a

5.1.2a



5.1.2a

A list of operational field equipment, **IT APPLICATIONS** and **TECHNICAL TOOLS** was built during the research phase:

5.1.2a



4. SWOT Analysis of the STS training system

5.1.2a



5.1.2a

The SWOT analysis was developed during the workshop held in Beirut with the support of STS representatives. The SWOT analysis was focused on general factors that are directly connected with the training environment development.

5. Priorities matrix and roadmap for the training system of the STS

The priorities matrix was developed in a participatory approach with STS personnel.

The priorities matrix was built with *3 levels based on the timeline* of the future implementation of the proposals: **SHORT-TERM** - 1 budget year, **MID-TERM** - 2-3 budget years and **LONG-TERM** - 4-5 budget years'. These three temporal pillars will allow the STS to build concrete roadmaps or internal strategies for achieving different proposed objectives. Moreover, the timeline of the future objectives will allow to plan the budgetary aspects according to the national legislation and in line with the financial procedures.

Beside the time criterion, another indicator was introduced for all the objectives, the **PRIORITY LEVELS**, such as: **L – LOW**, **M – MEDIUM**, **H – HIGH** and **U- URGENT**. The priority level will allow to STS to engage in the main actions the urgent objectives and to build solid action plans, roadmaps or organisational strategies.

The priorities matrix will help the STS to build a concrete roadmap for the future actions needed for the consolidation and development of the training system.

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5.1.2a

5.1.2a



IV. CONCLUSIONS

The General Directorate of State Security represents a professional and reliable organisation within the national context with high-level expertise in its field of specialty and mandate. The professionalism of the STS staff was evident during the different stages of the project. All the research activities, phases and analytical stages were successfully finalised due to the involvement and the support offered by the STS representatives.

The TNA was conducted in order to identify within the STS training system potential aspects that could be improved or updated in line with international best practices.

The TNA report includes various findings and recommendations based on the research activities held within the assignment. All the provided recommendations are based on international best practices in the field and have the scope to consolidate the quality of the training system of the Lebanese State Security.

All the results of the TNA could be used as a road map for future actions and strategies in the training areas and, moreover, could constitute the foundation of new initiatives and projects for STS with national or international partners or organisations.

The communication and the collaboration between the involved institutions remain the key aspects in the development of the future training programmes dedicated for State Security.

The keywords resulted from the research and the analysis of the main findings and recommendations are:

INTEGRATION – DIGITALISATION – LOGISTICAL BOOST

V. ANNEX

1. Phases of the analytical methodology for the TNA

The Training Needs Analysis report is the result of the initial research phase and it incorporates all the findings and recommendations resulted from the assessment of the training system of State Security.

Within the analysis, peer review methods were applied to provide suggestions on how to improve the quality of the training system, with a focus on enhancing institutional capacity, and identifying any gaps that need mitigation and correction actions. The analysis considered layers involved in the training process of the STS personnel.

The analysis was conducted through four research phases:



Phase 1: Inception phase and preparation

During this start-up phase, early processes were completed:

- The analytical methodology was developed, finalised, agreed upon and the desk research was started;
- Initial basic documentation was requested and reviewed, allowing the expert to be familiarised with the current set-up of the training system of State Security;
- Additionally, an initial online meeting was held on 26 September 2022 between the project team, beneficiaries and the expert.

Phase 2: Data collection and analysis

The expert collated and analysed all available information. This formed the basis for drafting preliminary findings and recommendations, as well as refining a list of interest points for further exploration, discussion, and verification. Key processes include:



- *Conducting desk research – the analysis of the legislative, organisational and technological background, identifying strength, weaknesses, opportunities, threats, gaps, national, EU and international best practices for the better understanding of the current situation and existing training system of State Security.*
- *Conducting online and/or onsite interviews with the key actors;*
- *Collating relevant comparative information from other similar institutions abroad;*
- *Conducting study visit to collect and to consolidate the information.*

All the information was integrated into the development of preliminary findings and a first draft of the analysis report.

Phase 3: Verification and validation of the results

The TNA draft report will be subjected to validation. The expert will gather feedback. This feedback is utilised to refine the report findings and feed into subsequent drafts of the report.

Phase 4: Completion and delivery

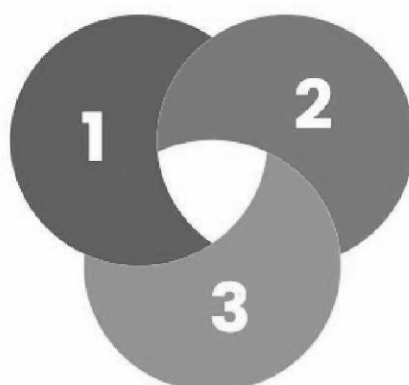
During this final phase, the TNA report is finalised and prepared to be handed-over for consideration and action. During this phase, it would be intended to:

- *Analyse the feedbacks and inputs;*
- *Submit the final analysis report, give a presentation to the key beneficiaries and receive a final endorsement from their side.*

The deliverables within the assignment were successfully accomplished and used as the foundation of the main findings and recommendations. Moreover, the deliverables had the role to differentiate three diverse stages of the analysis and to offer different perspectives for the research methodology.

INCEPTION REPORT

Detailing the used research methodology, how the deliverables are assured and the proposed timetables of the activities



TNA WORKSHOP

Onsite meeting with the relevant representatives of the beneficiary to consolidate and gather adequate information, presentations and documents

TRAINING NEEDS ANALYSIS REPORT FOR STATE SECURITY OF LEBANON

A clear and real picture of the training system of the State Security of Lebanon, map the challenges and key aspects, identify recommendations and proposals.

2. Overview of European Qualifications Framework and Learning Proficiency

Proficiency is a very important element for training delivery. In the methodology used to build the proposals, the following proficiency levels were identified and can be translated to the following levels within the EQF (European Qualification Framework).

PROFICIENCY	EQF LEVEL
Level 1 – Awareness	3-4
Level 2- Practitioner	5
Level 3 – Advanced Practitioner	6
Level 4 – Expert	7
Level 5 – Train-the-trainer	N/A

A translation of the EQF levels to learning outcomes being:

Knowledge: Theoretical and/or factual knowledge (facts, principles, theories and practices) being the outcome of taking in and understanding information through learning;

Skills: Ability to apply knowledge and use knowhow to complete tasks and solve problems;

Autonomy/responsibility: Proven competence to use knowledge and personal, social and methodical abilities in personal/professional development.

The following description is then possible:

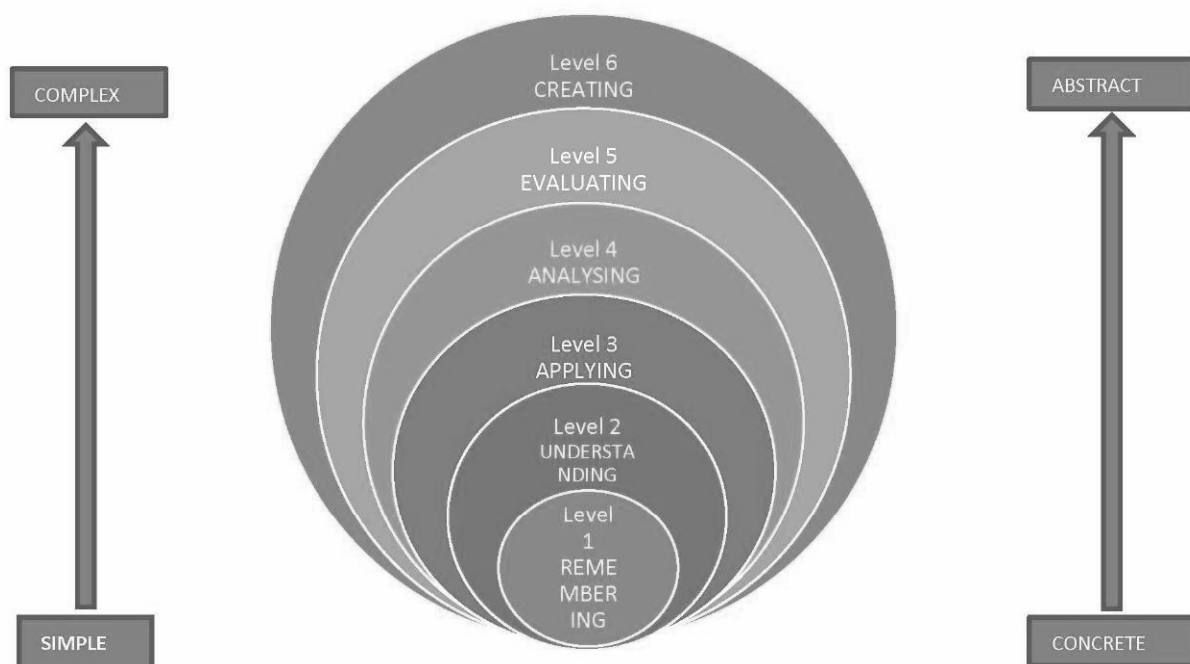
EQF level	Knowledge	Skills	Autonomy/Responsibility
-----------	-----------	--------	-------------------------

3-4	Factual knowledge	<i>A range of practical and cognitive skills required to identify solutions</i>	<i>Taking some responsibility for the evaluation and improvement of predictable work situations</i>
5	Comprehensive knowledge	<i>A comprehensive range of practical and cognitive skills required to develop solutions</i>	<i>Taking reasonable responsibility of areas subject to change and reviewing oneself and others performance</i>
6	Advanced knowledge	<i>Advanced skills and innovation required to solve complex and unpredictable tasks</i>	<i>Taking responsibility of complex areas and managing development of others</i>
7	Highly specialised knowledge	<i>Ability to integrate knowledge from different areas and develop new knowledge</i>	<i>Managing transformation from academic complex and unpredictable areas into new strategic understandings</i>

When putting together a training programme, Bloom's taxonomy² should be considered for applying learning methodology consisting of 6 main categories for learning, and assessing. It is important to note the following concept:

- Before we can **understand** a concept, we must be able to **remember** it.
- Before we can **apply** a concept, we must be able to **understand** it.
- Before we **analyse** it, we must be able to **apply** it.
- Before we can **evaluate** its impact, we must have **analysed** it.
- Before we can **create** something based on the concept, we must have **remembered, understood, applied, analysed** and **evaluated** the concept

² A taxonomy for learning, teaching, and assessing: a revision of Bloom's taxonomy of educational objectives / editors, Lorin W. Anderson, David Krathwohl; contributors, Peter W. Airasian ... [et al.].



The curricula descriptions for various topics are very flexible and offer the opportunity for the STS to choose between **a one, two or even a three cycle programme** depending on their needs.

Those taking part in a multi-cycle programme shall be prioritised to those taking part in a single programme.

Depending on the required **number of staff** needing training, a training program/cycle can of course be duplicated.

The prioritised sub-topics are used to define the areas of learning outcomes. When developing a training product, it could be beneficial, depending on time availability and possible modus changes to re-address these learning outcomes and integrate further sub-topics into a training programme.

It is also important to note that identified learning outcomes can also be integrated into online activities and thereby be incorporated into i.e. the *“preliminary learning phase”* – see below.

Quality in training is essential and such quality could be ensured by utilising products such as an accreditation procedure, an ISO 29993 certification procedure or having a quality template procedure. Multi cycle training curricula are proposed in many of the products, however, such individual programmes or cycles could easily be repeated depending on the need, to be aligned with a project scope and/or budget availability.

Before being admitted to a training activity, an assessment shall take place in order to ensure a participant’s level of knowledge, skills and autonomy/responsibility is at the relevant level just as English language knowledge (if required) is at an adequate level.

The following elements are to be incorporated into the training design:

1. PRELIMINARY LEARNING PHASE



Online activities bringing the learner up-to-date with general administrative information regarding the course.

2. INDEPENDENT LEARNING PHASE

During the ILP, the learners will receive a package of required study/reading materials: legal framework, reports, videos, articles and academic research, as either mandatory or recommended reading/watching.

3. CONTACT LEARNING PHASE

The main strategy during the *Contact Learning Phase (CLP)* aims to incorporate the already existing knowledge and experience of the participants (*Recognition prior learning – RPL*) and new content into the learning process. This will be done by sharing challenges and difficulties, best practices and successful case studies from the topic in question. Focus is on interactive learning, supported by interactive presentations and case studies and working group discussions.

4. POST-ACTIVITY PHASE

During this learning phase, participants will be encouraged to share situations, challenges and best practices from their own investigations; tools; new partnerships.

5. EXCHANGE PROGRAMME PHASE

During the contact learning phase, opportunities to take part in an exchange programme will be identified and this learning type can be integrated into the curriculum, thus ensuring a regional/international cooperation working experience exchanging knowledge and establishing the foundation for a better practice.



Annex 6: Interagency Training Needs Analysis Report

1. Executive Summary

The report is based on training need analysis conducted during expert missions to Lebanon in cooperation with the beneficiary agencies with the aim to contribute to design and modernization of the training capabilities through the development of harmonized inter-agency training curricula and training plans for border management, with a view to long-term integration into training academy curricula, and certification.

Thus, the main accent of report development was concentrated on the challenges and opportunities for improvement and strengthening inter-agency cooperation and identify training needs and key topics to be covered by joint trainings and mutual agency cooperation. Many of identified challenges will be addressed through the joint efforts of all border agencies under an umbrella approach that unifies all aspects of border management under a single, coherent framework. The crucial step in the roadmap for Lebanon's border authorities to respond to the challenges and recommendations presented in the report should be the development of efficient cooperation among the agencies which addresses the Lebanese reality, risks, threats, and opportunities in a comprehensive manner.

The purpose of an institutional framework is to ensure that border management agencies have the necessary organizational structures to support the effective implementation of the agency's tasks as well as efficient inter-agency cooperation and communication.

The competence of staff at the border is essential to the quality of the service delivered. Therefore, it is crucial that specific training on border-related tasks takes place. Inter-agency training contributes to a better understanding of the tasks and responsibilities and needs of other border management agencies. Based on the result of the missions, findings and recommendation were formulated as well as **list of the utmost important topics for inter-agency joint trainings were proposed and approved by agencies during joint meeting.**

2. Objectives, Tasks, Methodology

2.1 Objectives

- Establishing together with the beneficiary agencies the proper methodology to conduct a Training Needs Assessment (TNA);
- Conducting document study, interviews, focus groups, surveys, site visits, etc., in order to gather the necessary information for the TNA;
- Assessing, together with the beneficiary agencies, the gathered information for the TNA;
- Identifying, together with the beneficiary agencies, findings and recommendations for the TNA with special focus on trainings for inter-agency;

- Drafting, together with the beneficiary agencies, the TNA and a basic joint training course Curriculum with recommended training topics.

2.2 Tasks

The TNA expert were involved in the implementation of a set of selected project activities to provide advisory and technical support to the beneficiary agencies – *Armed Forces, Internal Security Forces, General Security, Customs Administration, Civil Defence and Beirut Fire Brigade* – , contributing to their enhanced training capacity of the Training Department or similar units/cells.

2.3 Methodology

The TNA process was conducted in several phases. Before the TNA procedure started, during the preparation phase, the team set appropriate approaches and methods reflecting the analysed situation and collecting baseline data. Taking in consideration the main objectives of the project, a combination of qualitative and quantitative methods were used to gather useful information. Prior to the expert mission in Lebanon, a comprehensive desk review of all relevant and available documents was carried out, important data and information were studied and analyzed to clarify crucial fields for more detailed elaboration.

First TNA - kick off online - meeting was organised on 30 September 2021 with the participation of ICMPD, TNA expert and representatives of counterparts with the aim to introduce the expert, project priorities and specify concrete areas of interest and methodological approach. The expert mission was conducted in Lebanon from 15 to 19 November 2021 during which interviews were held with relevant counterparts and other stakeholders using a semi-structured interviews based on TNA key objectives. The process of interviews with the representatives of counterparts was constructive, with comprehensive approaches, initiatives and a welcome atmosphere and interactive discussion. Following the formal visit, ongoing contact was facilitated by the project team to discuss extant issues and to organise second visit, which focused on observation and participation of the expert on educational processes and practical trainings. Second expert mission was conducted in Lebanon from 10 to 18 January 2022 with focus on observation trainings and used educational methods in practice. A workshop was organized by the project, aiming to reveal more in details on training needs, expectation and challenges in IBM inter-agency cooperation and development. The data thus obtained was then collated and analysed to produce TNA report. During the assessment, various specifics and different elements of each agency were taken into the consideration with the intention to develop complex TNA reflecting training needs and expectations of all counterparts. Agency's profile was crucial basis for detailed elaboration of training needs for upcoming phase. Further recommendations were consequently individualized to each agency needs, not some one-size-fits all solutions. On the other side, final summary has an ambition to achieve compromise and develop all agencies in the efficient way via multiple and joint trainings related to topics, all agencies have in common and could benefit from it.

Third mission was conducted from 8 to 19 August 2022 with the aim to finalize the report and propose at least 5 inter-agency topics of training for upcoming months related to integrated border

management.

3. Challenges

All counterparts highlighted ongoing economic crisis as significant factors impacting education and training practice. All beneficiaries welcome international donor support, cooperation and receptive to discuss the methodology and new approaches. They agree with the procedure to find the basis and themes they have in common and to develop appropriate methodology and joint courses specific and efficient to all agencies. However the following specific challenges were highlighted in connection to the training:

- There is a limitation with available budget for capacity development, 5.1.2a
5.1.2a
- Due to the difficult financial and economic situation in Lebanon the agencies are facing challenges when it comes to transportation of participants to any training session. Therefore, in case of participation in joint trainings, financial support in terms of logistics, equipment, or monetary compensation of trainers is to be considered;

4. Identification of sectoral interest

Lebanese Armed Forces (LAF)

- Taking into the consideration that the LAF is responsible for many areas of security, number of topics are overlapping with other counterparts.
- Focus on a comprehensive approach, certain topics related to the border control and protection to raise awareness among all agencies about actual security trends, modern procedures, good practices, and trends relevant for integrated border management.
- Furthermore, given the variety of borders, the content of the training should be adapted to the type of the border (e.g. emergency situations related to fires on the coast or detection of illegal migrants trying to cross the sea border by boats into Lebanon).
- 5.1.2a
- In the framework of the proposal of topics in which LAF experts can be involved are 5.1.2a
5.1.2a

Internal Security Forces (ISF)

- ISF sees positively the possibility of conducting joint trainings with the participation of representatives of different Lebanese agencies in order to exchange information and strengthen mutual cooperation.
- Considering the current practice, ISF demonstrates a good cooperation in the field of joint training with GS, and reciprocal training activities have been implemented in the past upon request. It is important to promote and maintain this cooperation and to include other agencies in joint training. In terms of key needs for the implementation of joint training in the coming period, ISF proposes training of [REDACTED] 5.1.2a [REDACTED] SF would appreciate the implementation of joint training using GS experts.
- In the area of security threats and cross-border crime, human trafficking and illegal migration were identified as relevant topics.
- Among the IBM-related topics that ISF is able to support with experienced trainers, the topics of investigations have been proposed with emphasis on the different phases related to securing evidence, interviewing suspects, witnesses, documentation, crime scene investigation, patrolling, the identification of risk moments, and security relevant situations.

General Security

- GS now has a [REDACTED] 5.1.2a [REDACTED] including training curricula, covering mainly key security related subjects,
- the General Security has partially relied on the support of [REDACTED] 5.1.2a [REDACTED] 5.1.2a [REDACTED] to meet their training needs
- The accent should be put on the [REDACTED] 5.1.2a [REDACTED] of security situation at the borders and methods how to deal with it in tactical way.
- [REDACTED] 5.1.2a [REDACTED] should be developed.
- GS is a primary actor for IBM in the area of document security, it has qualified professionals who are experts in this field and also have adequate equipment and tools. GS agrees to support joint training in document forgery and identification.
- The relevant IBM topics discussed are [REDACTED] 5.1.2a [REDACTED] 5.1.2a [REDACTED]
- Actual trends in human smuggling, trafficking in human beings, passengers communication, risk profiling are seen in as a key topics for basic, advanced and ToT trainings
- GS also requests the implementation of basic level training for working GS on [REDACTED] 5.1.2a [REDACTED] 5.1.2a [REDACTED]
- ToT has been proposed as a specific topic for joint training in terms of bringing together experienced trainers at the managerial level, and to implement joint ToT principle

Lebanese Customs Administration

- The support of international experts is very welcomed in order to clarify and reveal new trends in customs administration and security practices
- LCA could participate in joint training focused on Search Techniques and Tactics, Profiling

In addition, LCA is interested in receiving specific training in the following areas of interest: containers checks, document security.

Lebanese Civil Defence

- During the discussion on LCD training needs, topics related to basic training in fire protection and first aid were suggested. These topics are not primarily linked to IBM, but could be considered for falling under one part of joint training in contingency planning or border emergency management.
- LCD also offers the involvement of trainers in joint CBRN training.

Beirut Fire Brigade

- Joint trainings with other agencies are seen as a very efficient tool for building capacities in security and risk management
- Agency is very open for cooperation and support other related institutions in training programmes especially in the field of CBRN, Safety and Security tactics and procedures, Risk management and firefighting.

5. Recommendations

- To enhance the capacities of all law enforcement agencies involved in border management, the inter-agency training plan and curriculum, covering all relevant topics, should be developed and implemented.
- Joint training initiatives should be employed at inter-agency and international levels when appropriate, while reviews and revisions of training curricula should be regularly carried out to maintain the efficacy and relevance of the courses.
- Specialised/joint training courses should be offered to GS, ISF, LAF, LCA, BFB LCD in order for them to achieve high/expert level skills in special areas of

5.1.2a

5.1.2a

- Lebanese border agencies should also develop alternative training methods, such as distance learning methods (e.g. e-learning platform, e-distance learning tools), but still put accent on F2F trainings especially in practical and security areas.
- An implementing body - Inter-agency working group at expert level for continuous development of overall goals into concrete activities, which will include operational level

representatives from agencies in charge of border control, customs control, inspection services and other agencies involved in border management, and meeting on regular basis. Both bodies should consist of representatives from all institutions who have a role in border management in the country.

- State bodies that are only

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5.1 Priorities and Actual Topics for Joint Trainings

The proposal and recommendations for the implementation of joint trainings for officials involved in the activities of border control and protection is based on an analysis of the current situation in Lebanon, the current needs of the agencies involved, and the main areas which need to be discussed from within the context of contemporary security threats and cross-border criminality. From a methodological point of view, the most effective approach appears to be focusing on a practical approach to addressing these issues, sharing examples of good practices, and analyzing case studies in order to improve inter-agency cooperation and communication between the different agents. The implementation of joint trainings with the participation of experienced experts from each institution may be considered as a useful tool for improving procedures and security practices for border control and protection. Primarily, it is necessary to take into account that the different agencies are involved in IBM in different ways, which depends on their activities and competencies. The proposed topics for joint training aim to thematically cover those areas which the agencies maintain in common, where their jurisdictions converge, or where there is a common interest in addressing specific security issues, risk situations, or security incidents related to border security. Ensuring border security and identifying current needs has its own specificities due to the diverse nature of borders. This relates primarily to the fact that borders are land borders, coastal borders and international airports. In some cases, the involvement of international experts to support the enhancement of knowledge, technology, and processes that facilitate more effective border protection should also be considered. It is also important to reflect within the topics of joint training in areas that are not entirely primary within the range of IBM, but whose knowledge can be useful in dealing with situations of a conflicting nature that take place at or near borders. These include rescue work, first aid, immediate response to traffic accidents, or fires.

The following schedule is proposed in parallel with the training programme development:

- Organising and supporting joint trainings in specific and approved topics and areas of interest related to IBM
- Establishing within working group an integrated operational mechanism for preparing, approving, and documenting training materials, and e-learning platforms
- Designing and organising efficient training of trainers and setting terms of reference for trainers and subjecting them to appropriate training before they are accredited as trainers
- Strengthening communication within agencies and other administrations (Inter-agency) in the field of training by organizing joint training courses and signing memorandum of understanding with training centres in Lebanon



- Enhancing cooperation with international institutions in the field of training, sharing best practices and information, especially in terms of hiring experts for training and organizing joint training courses at the international level.

5.2 Recommendation for Joint Trainings

- Subject 1:
- Subject 2:
- Subject 3: 5.1.2a
- Subject 4:
- Subject 5:

6. Inter-agency Training Curricula

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Annex 7: National Training Matrix

IBM Training Matrix

Netherlands Assistance to Lebanese Border Agencies (IBM) – Phase V

Name of Course	Course Description	Training Supplier
5.1.2a		



ICMPD

International Centre for
Migration Policy Development



5.1.2a



5.1.2a



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ICMPD

International Centre for
Migration Policy Development



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ICMPD

International Centre for
Migration Policy Development



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Annex 8: Jordan Trilateral Session Feedback Paper

Feedback & Recommendations

Trilateral meeting on IBM between Lebanon, Jordan and Iraq

23 November 2022, Intercontinental Hotel, Amman, Jordan

Context:

In the context of the 5th International Border Management Conference implementation implemented in the Hashemite Kingdom of Jordan (Amman), a **trilateral exchange meeting** was organised with the support of Netherland Support to Lebanese Border Agencies, Jordan Integrated Border Management, and the Mediterranean and Silk Route regions-based projects to the benefit of **Lebanon, Jordan and Iraq** border agencies.

The aim was to facilitate among three partner countries mutual update about IBM implementation, exchange of experiences, share preliminary ideas for possible joint activities accessible through existing projects or elsewhere. The main goal was to give floor for getting to know about each other's challenges (some of common concern), achievements, developed good practices in border management, structures (agencies involved), means at disposal and priorities towards IBM achievement.

Feedback & Recommendations:

I. Observations:

- Positive and active participation of the different agencies represented to this **1st cross-regional* and interagency meeting**. Some eagerness was demonstrated to explore possible joint activities;
- While no precise topic was addressed, few domains were evoked like: info exchange, risk analysis, strategic planning and IBM processes, CIMIC-border communities-related activities, etc.;
- Each party described the way respective projects were/are implemented, agencies involved, mechanisms put in place for interagency coordination, specific training activities implemented in support to the above.

II. Recommendations:

While no precise joint activity was identified, discussions among partners opened few ideas for possible follow-up:

- Forum for regular exchanges of experiences, although the contexts of the 3 countries are quite different to each other;



- Sharing list of domains/topics covered by projects that could be source of inspiration, e.g.:

-
-
-
-
-
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Next possible steps (Proposals for follow-up):

- Support platform / informal group of BM officials in the future allowing for:
 - Continuing updating each other and get more acquainted. This can be done:
 - Involving all in one group, or
 - through more specialised groups (customs with customs, border guarding/policing agencies, specific border management topics like risk analyses, document examination and information exchange, specialised joint trainings and etc.)
 - organisation of the joint workshops and exchange of experience (e.g new technologies and use of advanced equipment's for border control , contingency)
 - the activities should not always involve representatives of all three countries due to different border management priorities and challengers specific to each country
 - Exchanging experiences on:
 - IBM strategy implementation process, how to ensure decision-making level support;
 - Participation in the opening of the IBM Training centre in Aqaba followed by 2nd regional interagency meeting on utilization of the experiences and identifying possible cooperation in training areas (specific joint training areas, topics and etc.)
- Support exchange between project stakeholders.

*from ICMPD regional set-up point of view.

List of participants:

Country	Name	Agency/Position
Iraq	5.1.2e	National Security Advisory 5.1.2e of the Joint Planning Centre/ 5.1.2e 5.1.2e
Iraq		5.1.2e Ministry of Interior, 5.1.2e 5.1.2e /Border Guard Force
Iraq		5.1.2e Border Port Commission
Iraq		Ministry of Foreign Affairs, 5.1.2e Office of the Deputy Minister
Iraq		Ministry of Foreign Affairs
Lebanon		5.1.2e / LAF- 5.1.2e Border Control Committee
Lebanon		5.1.2e /ISF 5.1.2e Beqaa region
Lebanon		5.1.2e /LAF 5.1.2e Land Border Regiments Training School
Lebanon		5.1.2e /GS- 5.1.2e Beqaa department
Lebanon		5.1.2e / GS 5.1.2e training department
Lebanon		5.1.2e ISF 5.1.2e training department at ISF Training Academy
Jordan		5.1.2e /Public Security Directorate
Jordan		5.1.2e /General Intelligent Department
Jordan		5.1.2e Jordan Customs
Jordan		5.1.2e /Jordan Customs
Jordan		5.1.2e Jordan Customs
Jordan		5.1.2e General Intelligent Department



Jordan	5.1.2e	5.1.2e / Public Security Directorate

Interim Financial Report for NL IBM5 2022-20, Activity Number (4000005618) for the period of 01 March 2022 - 31 December 2022	Total costs 36 months	Actual Costs 01.03.2022-31.12.2022	Balance as of 31.12.2022
1. Activities Costs			
Component 1: Continued development of the LAF, CTS			
<i>Expert/provider costs</i>			
<i>Event/training organization</i>			
<i>Procurement</i>			
Component 2: National provision of training including maritime port security			
<i>Expert/provider costs</i>			
<i>Event/training organization</i>			
Component 3: Regional knowledge exchanges			
<i>Expert/provider costs</i>			
<i>Event/training organization</i>			
Internal Monitoring, Evaluation and Learning			
Visibility			
Subtotal Activities Costs			
2. HR Costs	5.1.2a	5.1.2a	5.1.2a
2.1. Strategic Oversight and Programmatic Coordination			
2.2. Project Implementation Team			
<i>Project Manager (national)</i>			
<i>Associate Project Officer (national)</i>			
<i>Project Assistant (national)</i>			
2.3 Project Operations Support Team (POPST)			
Subtotal HR Costs			
3. Office and related operating costs			
<i>3.1 Office operating costs</i>			
<i>3.2 Bank Fees and Charges</i>			
<i>3.3 Equipment</i>			
Subtotal Office and related operating costs			
4. Total direct eligible costs of the Action			
5. Administrative costs (maximum 7% of 6, total direct eligible costs of the Action)			
6. Total eligible costs	2.500.000,00	216.376,81	2.283.623,19

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ICMPD, RMO - Date: 28/02/2023

5.1.2e

ICMPD, 5.1.2e Date: 27/02/2023

Ministry of Foreign Affairs
Stabilisation and Humanitarian Aid Department
Postbus 20061, 2500 EB Den Haag
Netherlands

Vienna, 27 February 2023

PAYMENT REQUEST

Project: ICMPD Netherlands Assistance to Lebanese Border Agencies
Lebanon (IBM) – phase V

Name and address of the Organisation International Centre for Migration Policy Development (ICMPD)
Gonzagagasse 1, 1010 Vienna, Austria

Subject Payment request as per Article 5 of the contract signed between
Ministry of Foreign Affairs of the Netherlands and ICMPD

With the reference to the project and subject mentionned above we kindly request the transfer of

EUR 302,972.21

The payment should be made to the following bank account:

-
-
-
-

5.1.2a

Please when making the payment indicate the following communication: **F427**

Yours faithfully,

5.1.2e

	unit	# of units	unit rate	Budget Forecast 2023 [EUR]
1. Activities Costs				
Component 1: Continued development of the LAR, CTS				
Event/providers costs	Per day	20.00		
Event/training organization	Per event	12.00		
Procurement	Per contract	2.00		
Component 2: National provision of training including maritime port security				
Event/providers costs	Per day	18.00		
Event/training organization	Per event	12.00		
Component 3: Regional knowledge exchanges				
Event/providers costs	Per day	9.00		
Event/training organization	Per event	7.00		
External Monitoring, Evaluation and Learning	ump sum	0.20		
Viability	ump sum	0.20		
Subtotal Activities Costs				
2. HR Costs				
2.1 Strategic Oversight and Programme Coordination	per month	12.00		
2.2 Project Implementation Team				
Project Manager (national)	per month	12.00		
Associate Project Officer (national)	per month	12.00		
Project Assistant (national)	per month	12.00		
2.3 Project operational support team (POPS)	per month	12.00		
Subtotal HR Costs				
3. Office and related operating costs				
3.1 Office operating costs	per month	12.00		
3.2 Services and Charges	per month	12.00		
3.3 Equipment	per staff	6.00		
Subtotal Office and related operating costs				
4. Total direct eligible costs of the Action				
5. Administrative costs (maximum 7% of 4. total direct eligible costs of the Action)				
6. Total eligible costs				9,39,886.40

5.1.2a

5.1.2a

To: 5.1.2e [REDACTED]@icmpd.org[REDACTED] 5.1.2e [REDACTED]@icmpd.org]
Cc: 5.1.2e [REDACTED] 5.1.2e [REDACTED]@minbuza.nl]; 5.1.2e [REDACTED]@icmpd.org[REDACTED] 5.1.2e [REDACTED]@icmpd.org]; 5.1.2e [REDACTED] 5.1.2e [REDACTED]
5.1.2e [REDACTED]@minbuza.nl]
From: DSH-BU
Sent: Tue 6/7/2022 11:33:47 AM
Subject: 4000001979_ICMPD_Final report_Approval
Received: Tue 6/7/2022 11:33:00 AM
[4000001979_ICMPD_Final report_Approval.pdf](#)

Dear Sir,

Please find enclosed our letter regarding the approval of the final report.

With kind regards,

Ministry of Foreign Affairs of the Netherlands

Quality and Advisory division

Stabilisation and Humanitarian Aid Department

Email: 5.1.2l [REDACTED]@[minbuza.nl](mailto:5.1.2l [REDACTED]@minbuza.nl)

To: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e
From: 5.1.2e @minbuza.nl
5.1.2e Fri 1/14/2022 10:12:51 AM
Subject: Aangepaste documenten Stabfonds aanvraag IBM Libanon
Received: Fri 1/14/2022 10:12:52 AM
DescriptionOfAction_NL IBM5 Lebanon Final.pdf
Annex 2 Logframe_NL IBM5 Lebanon Final.pdf
bemo IBM Lebanon 2022-2025 Final.docx

Beste collega's,

Bij deze in de bijlage een aantal aangepaste documenten voor de Stabfonds aanvraag *Integrated Border Management Lebanon* naar aanleiding van de opmerkingen door de commissie eind december. Zoals jullie kunnen zien is er een nieuwe versie van het voorstel en het logframe en aan de hand daarvan ook een aangepast Bemo op een aantal punten. De andere documenten die ik bij de aanvraag heb ingediend zijn ongewijzigd.

Voor de helderheid heb ik hieronder de aandachtspunten van de vergadering opgesomd met in rood de aanpassingen. Volgens mij kunnen we bij deze dan verder met het administratieve goedkeuringsproces, maar ik hoor natuurlijk graag als ik zelf nog verder stappen kan ondernemen nu.

Aandachtspunten:

- 
5.1.2a
- De link tussen outputs en outcomes dient helderder in Bemo geformuleerd te worden, evenals de wijze waarop de voortgang gemeten wordt. * Voorbeeld: het aantal gegeven trainingen wordt gemonitord, maar niet de vooruitgang van de competenties, en of deze in lijn zijn met EU normen.
 - Dit punt werd erkend door ICMPD, maar blijkt ook een lastige om dit volledig af te dekken. Wel hebben ze opnieuw kritisch naar hun Monitoring & Evaluation gekeken en eigenlijk dit hele hoofdstuk herschreven in het proposal (Hoofdstuk 7). Analooq hieraan is ook het Logframe aangepast. Zo zijn er onder andere twee specifieke indicatoren toegevoegd: “% of training participants who report an increase in confidence and preparedness to use effectively the acquired equipment as a result of ICMPD trainings” en “% of trained participants who demonstrate an increase in knowledge as a result of ICMPD trainings om dit beter te kunnen kwantificeren. Laatstgenoemde wordt oa gemeten doordat per cursus een kleine diagnostische test zal worden ontwikkeld die deelnemers zowel voor als na het volgen van de cursus dienen te nemen.
- Graag ontvangen wij een toelichting op de post Component 2 “National Provision of Training including Maritime Port Security”. * Binnen deze post worden de kosten van een expert/provider opgevoerd voor 42 dagen * EUR 5.1.2a per dag = EUR 5.1.2a Betreft dit bedrag van EUR 5.1.2a voor 1 persoon per dag (=EUR 5.1.2a per uur)? * Dit kan door BZ niet vergoed worden – bij hoge uitzondering mag het maximale toegestane uurtarief van EUR 225 excl. Btw. betaald worden.
 - Er is een uitgebreide toelichting op deze kostenpost gekomen waaruit helder naar voren komt hoe deze kosten zijn opgebouwd en waaruit ook blijkt dat het maximale toegestane uurtarief niet wordt overschreden. ICMPD werkt zelf met een maximumtarief van EUR 5.1.2a per dag voor individuele experts. Ik heb deze toelichting eerder al met 5.1.2e gedeeld en deze is ook door haar goedgekeurd.

Groet en dank voor jullie hulp in het hele proces!

5.1.2e



5.1.2e
5.1.2e

Embassy of The Kingdom of The Netherlands

The Netherlands Tower 10th floor
Charles Malek Avenue
Ashrafieh | Beirut | Lebanon

M: +96 5.1.2e
5.1.2e @minbuza.nl



Ministry of Foreign Affairs

International Centre for Migration Policy Development (ICMPD)

5.1.2e
Head of Region for the Mediterranean
Regional Coordination Office for the Mediterranean
Development House 4A
St. Ann Street
Floriana, FRN9010
Malta

5.1.2e @icmpd.org

Stabilisation and
Humanitarian Aid
Department

Postbus 20061
2500 EB Den Haag
Netherlands
www.government.nl

Contact

5.1.2e

T 5.1.2e

5.1.2e @minbuza.nl

Date 25 March 2022
Re Netherlands Assistance to Lebanese Border Agencies phase V -
Establishing Lebanon as a driver of Regional Border Management
Partnerships Phase - activity no. 4000005618

Dear 5.1.2e

I hereby enclose the Arrangement making available a contribution for the activity
"Netherlands Assistance to Lebanese Border Agencies Phase V" for an amount of
EUR 2.500.000 for the project period 1 March 2022 until 28 February 2025.

If you accept this offer, please sign and date a copy of this Arrangement and
return it to the Netherlands Ministry of Foreign: 5.1.2e @minbuza.nl, within (no
more than 8) weeks of the date of this letter.

Based on the countersigned Arrangement, an amount of EUR 5.1.2a will be
transferred to the following bank account number: 5.1.2a
Swift code: 5.1.2a

For the Minister of Foreign Affairs

5.1.2e

5.1.2e

5.1.2e

Stabilisation and Humanitarian Aid Department

Arrangement between the Minister of Foreign Affairs of the Netherlands,
hereinafter referred to as the Minister,

**Stabilisation and
Humanitarian Aid
Department**

and

the International Centre for Migration Policy Development (ICMPD),
hereinafter referred to as the Organisation;

Date
25 March 2022

Our reference
4000005618

Whereas the Minister is prepared to support the project 'ICMPD Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V', no. 4000005618, up to a maximum of EUR 2.500.000;

Whereas the Organisation is prepared to take responsibility for the implementation of this project;

Whereas the purpose of the project is to contribute to voluntary, dignified and sustainable return of irregular migrants from Turkey to main countries of origin, through support for the operationalization and further strengthening of the newly established national assisted voluntary return mechanism in Turkey;

The Minister and the Organisation have come to the following Arrangement:

1. The project will be implemented as from 1 March 2022. It will be completed by 28 February 2025.
2. The Organisation will be responsible for the implementation of the programme, as specified in the project document dated December 2021.

The Organisation will make every possible effort to ensure timely and full implementation of the project. No changes may be made to either the project or its implementation without the written consent of both signatories.

The Minister bears no responsibility or liability vis-à-vis any third party for projects or activities administered by the Organisation and carried out pursuant to this Arrangement.

3. The contribution to the project is awarded subject to the condition that sufficient funds are made available by the budget legislator.
4. The Minister's contribution to the project will not exceed EUR 2.500.000 including project costs proper, programme support costs and a provision for contingencies.

Funds earmarked for the proper project costs will be based on cost estimates expressed in the currency of the budget. Funds made available for contingencies will be used by the Organisation only if and in so far as prices, wages and salaries actually rise above the level of the original budget estimates. Reductions to the inputs decided upon in the project document may become necessary if cost increases exceed the provision for contingencies.

5. Funds payable to the Organisation under this Arrangement will be transferred in instalments. The first instalment of EUR 5.1.2e will be transferred to the Organisation's bank account, 5.1.2e with reference number 4000005618, after receipt by the Minister of a duly signed and dated original of this Arrangement.

Subsequent instalments will be transferred after receipt of a written request for payment and the relevant financial and narrative reports from the Organisation, and will take into account these reports, the progress of the project and actual liquidity needs.

Stabilisation and
Humanitarian Aid
Department

Payment scheme:

Date
25 March 2022

Payment date	Payment currency and amount	Our reference
Size of first payment: based on the countersigned Arrangement	EUR 5.1.2a	4000005618
February 2023: based on a payment request together with a liquidity forecast for the next year **	EUR 5.1.2a	
February 2024: based on a payment request together with a liquidity forecast for the next year **	EUR 5.1.2a	
TOTAL	EUR 2.500.000	

**Subsequent instalments will be transferred after receipt of a written request for payment, the relevant annual plans and financial and narrative reports from the Organisation, and will take into account these reports, the progress of the project and actual liquidity needs.

6. The Minister may determine the precise and definitive financial contribution to the project following receipt and approval of the reports for the project, as referred to at 9. The Minister's contribution will be provided only for project activities that have actually taken place and will be based on the actual costs incurred. Accounts will be settled and any final instalment due will be transferred to the Organisation within two months after the definitive contribution has been determined.

Any funds placed by the Minister at the Organisation's disposal that are left unspent after completion of the project will be returned to the Minister immediately and unconditionally.

If the Organisation implements part of the project only, the Minister may adjust any outstanding instalments due to the Organisation accordingly on a fair pro rata basis or, alternatively, assign the remaining part of the contribution to such other purposes as may be mutually decided upon by the Minister and the Organisation.

All items purchased using the Minister's contribution will be assigned at the end of the activity to a relevant purpose. The other party will submit proposals on this matter to the Minister for approval. In the final report the other party will account for the purpose to which items have been put.

7. Any interest accrued from temporary credit balances of project funds and/or funds remaining due to fluctuations in exchange rates will be used to supplement the project funds, in consultation with the Minister, or held at the Minister's disposal.

8. The Organisation will administer and account for the funds in accordance with its financial regulations and other applicable rules, procedures and practices, and will keep separate records and accounts for the project.

9. During the course of the activity, the Organisation will supply several plans and reports so that the Minister can monitor progress in the project. Table 1 shows the plans and reports required, covering what period, and a timetable. They are described in more detail below.

Table 1.

Stabilisation and
Humanitarian Aid
Department

Type of report	Period covered	Deadline
Annual plan	1 January 2023 – 31 December 2023	1 November 2022
	1 January 2024 – 28 February 2025	1 November 2023
Annual Narrative progress report	1 March 2022 – 31 December 2022	1 March 2023
	1 January 2023 – 31 December 2023	1 March 2024
	1 January 2024 – 31 December 2024	1 March 2025
Annual Financial progress report	1 March 2022 – 31 December 2022	1 March 2023
	1 January 2023 – 31 December 2023	1 March 2024
	1 January 2024 – 31 December 2024	1 March 2025
Final financial and narrative progress report	1 March 2022 – 28 February 2025	1 May 2025

Date
25 March 2022
Our reference
4000005618

9.1. Annual plan/annual budget

9.1.1. Initial budget

For the first period from 1 March 2022 to 31.12.2022, the plan, budget and liquidity forecast submitted with the above-mentioned project will form the basis for the activities to be implemented by the Organisation.

9.1.2 Annual plan/annual budget

The annual plan must contain an overview of the intended results to be achieved and the activities planned.

The annual plan/annual budget must contain an overview of the Organisation's estimated revenue (e.g. the contribution, the Organisation's own contribution, funds provided by third parties and interest accrued) and expenditure, in so far as they relate to the funded activities. As a rule, the budget should balance. The annual budget framework should be equal to the original budget framework. An explanation must be provided for each budget item that significantly differs from the original budget.

9.2. Progress reports

9.2.1. Narrative progress report

The annual narrative report must include an aggregate overview of the activities carried out and the results achieved, as set out in the annual plan, and an explanation of any discrepancies.

9.2.2. Annual financial progress report

The annual financial report must include an overview of all the Organisation's estimated and actual revenue and expenditure, in so far as they relate to the activities being funded, and an overview of prepayments made by the Minister. The financial report must use the same currency as that in which the funds were supplied. An explanation must be provided for each budget item that differs substantially from the original budget.

9.2.3 Final financial report

The final financial report must contain the information needed to determine the definitive amount of the contribution. It must contain an aggregate overview of all estimated and actual revenue (including the contribution, the Organisation's own contribution, funds provided by third parties and interest accrued) and expenditure, in so far as they relate to the funded activities, and an overview of the prepayments provided by the Minister. The report must cover the entire project period and be laid out in the same way as the budget. An explanation must be provided for each budget item that differs substantially from the budgeted revenue and expenditure.

9.3 Evaluation

9.3.1 Evaluation report

An independent, external evaluator will assess the effectiveness, efficiency, impact and sustainability and lessons learned of the project. The evaluation will pay special attention to the adherence to human rights standards throughout implementation. The costs will be borne by the Minister.

The Organisation will cooperate in the evaluation and the Minister will inform the Organisation of the findings.

10. In addition, the Organisation will, whenever its findings warrant it, report in writing to the Minister, making recommendations, where necessary, concerning the implementation of the project. Such a report will also be submitted if the Organisation sees fit to deviate in the implementation of the activities from what is specified in the project document referred to at 2 or the plan of operations based thereon.

11. The Organisation and the Minister will from time to time, at the request of either signatory, exchange views through their representatives on the progress of the project and the progress of the relevant implementing agency in implementing the project in conformity with the anticipated schedule and project budget.

12. The Minister may, after prior consultation with the Organisation, reduce or terminate the contribution to the project. If funding is reduced or terminated, costs already incurred by the Organisation up to that date will be reimbursed and, within reasonable limits, future financial commitments entered into by the Organisation will be covered by the Minister.

13. The offices responsible for coordinating all matters relating to this Arrangement are:

For the Minister:

5.1.2e

5.1.2e @minbuza.nl

For the Organisation:

5.1.2e

5.1.2e @icmpd.org

14. The Minister may halt payment or demand repayment of all or part of the funds transferred if contractual and/or reporting and accounting obligations are not met, or if it emerges, either from the reports referred to above or from some other source, that the funds are not being used or have not been used for the implementation of the project as approved, or if alternative funding proves to have been obtained (either wholly or in part), thus giving rise to double financing.

15. The Organisation will require that its staff and consultants deployed on projects or programmes financed by the Minister will not offer to third parties or seek or accept from or be promised by third parties, for themselves or for any other party, any gift, remuneration, compensation or benefit of any kind whatsoever, if this could be interpreted as an illegal or corrupt practice.

**Stabilisation and
Humanitarian Aid
Department**

Date
25 March 2022

Our reference
4000005618

16. The Organisation will take appropriate measures to prevent illegal practices and/or improper behavior (such as fraud, violation of the fundamental principles of procurement rules, sexual exploitation and abuse, harassment, sexual harassment, other forms of misbehavior and/or any irregularity). In the event that the Organisation determines that there are credible allegations of illegal practice and/or improper behavior, the Organisation will take swift and appropriate action to stop, investigate and prosecute in accordance with applicable organizational regulations and applicable law any person suspected of such practice.

On a quarterly basis the Organisation will inform the Minister of any credible instances of illegal practice and/or improper behavior, as referred to in this paragraph, occurred in connection to the project. The notice will indicate a reference number, the date of the incident, the date of the first report to the Organisation, the location (headquarters, country or local office) the nature of the misconduct, the status of the investigation and, when determined, the disciplinary measures and/or other action taken by the Organisation. On a quarterly basis the Organisation will keep the Minister updated on developments concerning the status of the investigation and, when determined, the final action taken by the Organisation. The notice will be given in writing through the contactpersons mentioned in article 13.

The Organisation will promptly report any credible suspicions of, or actual instances of illegal practice and/or improper behavior, occurred in connection to the project, that would be of significant impact to its partnership with the Minister and/or the reputation of the Organisation and/or the Netherlands' development cooperation. The notice will enable the Minister to monitor whether the Organisation has followed its procedures correctly. The notice will indicate a reference number, the date of the incident, the date of the first report to the Organisation, the location (headquarters, country or local office), the nature of the misconduct, the status of the investigation and, when determined, the disciplinary measures and/or other action taken by the Organisation. The Organisation will keep the Minister updated on developments concerning the status of the investigation and, when determined, the final action taken by the Organisation. The notice will be given in writing and delivered to **5.1.21** [@minbuza.nl](mailto:5.1.21@minbuza.nl).

Should the Minister conclude that the procedures are not being followed correctly and transparently by the Organisation, the Minister may suspend the contribution to the Organisation.

17. If the Organisation, other than through any fault of its own as referred to at 16, has been able to implement only part of the project, the Minister will make a fair pro rata contribution for the part of the work that has been completed.

18. In case the organisation experienced inappropriate behaviour by an employee of the Ministry of Foreign Affairs (BZ), this can be reported this to the ministry's integrity coordinator via **5.1.21** [minbuza.nl](mailto:5.1.21@minbuza.nl). When your organisation would like to receive confidential advice and assistance first before filing the report, the external support officer can be contacted.
<https://www.government.nl/ministries/ministry-of-foreign-affairs/contact/inappropriate-behaviour-what-should-you-do>

20. If any dispute arises between the signatories concerning the interpretation, application or implementation of this Arrangement or with regard to any further Arrangement that may result therefrom, which cannot be settled amicably, either signatory may invite the other to conciliate under the Permanent Court of Arbitration Optional Conciliation Rules, as in effect on the date of signature of this Arrangement. The number of conciliators will be one.

**Stabilisation and
Humanitarian Aid
Department**

Date
25 March 2022

Our reference
4000005618

Signed in the English language.

For the Minister of Foreign Affairs
of the Netherlands:

5.1.2e

5.1.2e

5.1.2e
Stabilisation and Humanitarian Aid
Department

Date: March 25, 2022

For the Organisation:

5.1.2e

Name:

5.1.2e

5.1.2e

Date:

28/03/2022

To: 5.1.2e, 5.1.2e, 5.1.2e @minbuza.nl]
Cc: 5.1.2e, 5.1.2e @icmpd.org], 5.1.2e, 5.1.2e @icmpd.org], 5.1.2e, 5.1.2e @minbuza.nl]; 5.1.2e,
5.1.2e, 5.1.2e @minbuza.nl]
From: 5.1.2e, 5.1.2e
5.1.2e Wed 4/26/2023 9:59:55 AM
Subject: RE: 4000005618: Annual Narrative and Financial Report 2022
Received: Wed 4/26/2023 9:59:58 AM

Dear 5.1.2e,

I hope all is well on your end.

Please find below the response to your clarifications. We remain available for any further inquiries or suggestions that you may have.

Best Regards,

5.1.2e

From: 5.1.2e, 5.1.2e < 5.1.2e @minbuza.nl>

Sent: 25 April 2023 14:10

To: 5.1.2e, 5.1.2e < 5.1.2e @icmpd.org>

Cc: 5.1.2e, 5.1.2e @icmpd.org>; 5.1.2e, 5.1.2e @icmpd.org>; 5.1.2e
< 5.1.2e @icmpd.org>; 5.1.2e, 5.1.2e < 5.1.2e @minbuza.nl>; 5.1.2e, 5.1.2e
< 5.1.2e @minbuza.nl>

Subject: RE: 4000005618: Annual Narrative and Financial Report 2022

Dear 5.1.2e,

Many thanks again for the narrative and financial report for 2022. I would like to compliment ICMPD on the clarity and transparency with which the reports have been written.

May I kindly ask you to elaborate a bit further on the points below?

- Under 3.1 (f): is the collaboration with the KMar seen as 'support to establishing a cooperation agreement with a recognized EU educational institute'? Do they qualify for that? And is this the consequence of the fact that LAF decided to refrain from involving the MCP Med TI or does it stand separately from it?

We believe that a cooperation with KMAR, particularly the Border Security Training Centre of the Royal Netherlands Marechaussee (which is a Frontex partnership academy) satisfies the requirement for a formal agreement for the provision of training and produce development. Additionally, this is not the only option we will pursue. We are already in discussion with 5.1.1c (also Frontex partnership academy) for partnerships with Lebanon regarding specialized trainings.

We are considering options of supporting LBRTS establish a formal agreement with Frontex (as a partnership academy themselves) – to be further explored this year.

Indeed, the MCP Med TI was the first option we considered for this activity. However, given that LAF and MoD refrained from any involvement with the TI, we started exploring other options.

- Under 3.2 (a): the TNAs developed so far are very informative. 1) In what way do the outcomes of it feed into the development of courses or focus of the current project? Is there a way to use the insights from the TNAs to, where relevant, adapt our programme? 2) Is it foreseen that the outcomes will also be shared with other stakeholders, such as other donors within the field of IBM?

support, were we are assessing the full curriculum and accordingly we will identify institutional-level recommendations that we will also pursue. Depending on the type of recommendations, we will assess if there is a need to adapt the program accordingly.

The joint trainings at interagency level are already being implemented by the agencies and are coordinated by the EU-IBM project.

On the same front, we are also pursuing some of the recommendations from the State Security TNA (specific to training support). However, we do believe that fulfilling all the recommendations in this TNA is beyond the scope and focus of our project and maybe a standalone project itself. We have strongly recommended to STS to move forward with all the recommendations even beyond the scope of our support.

All the outcomes of these TNA are shared with the relevant stakeholders within these organizations. We ask them to use them as the basis for discussions with other stakeholders in the field of IBM, including donors. We haven't shared them ourselves, but rely on the partners to do so.

- Under 3.3 (a): one of the recommendations from the interagency mapping is to have an interagency working group with representatives from all institutions that play a role in IBM. Wouldn't that be the BCC? And on that note: is there already any clarity when a new BCC will take place?

The working group as suggested is specialized in border management education/training. It can be under the umbrella of the BCC but will include specialists in the area of training.

I have been informed that tomorrow (April 27) a BCC meeting will take place.

Thank you in advance for your response.

Warm regards,

5.1.2e



5.1.2e 5.1.2e
5.1.2e

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(temporarily relocated to Spark Tower, Sin el Fil)
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E 5.1.2e @minbuza.nl
T +961 70 5.1.2e
W www.minbuza.nl

From: 5.1.2e 5.1.2e <5.1.2e @icmpd.org>

Sent: dinsdag 28 februari 2023 16:31

To: 5.1.2e 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e <5.1.2e @minbuza.nl>

Cc: 5.1.2e 5.1.2e <5.1.2e @icmpd.org>; 5.1.2e <5.1.2e @icmpd.org>; 5.1.2e
<5.1.2e @icmpd.org>

Subject: 4000005618: Annual Narrative and Financial Report 2022

Dear 5.1.2e, Dear 5.1.2e,

Kindly find attached the narrative and financial reports for 2022, along with forecasted budget for 2023 and the payment request.

I remain available should you need any further clarifications.

Regards,

00039

1290979

5.1.2e 5.1.2e
5.1.2e

Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V

International Centre for Migration Policy Development - Lebanon

T: +961 5.1.2e +961 5.1.2e

E: 5.1.2e @icmpd.org



International Centre for Migration Policy Development (ICMPD)
Patriarch Hobeich Street, Al Mughrabi Building
Beirut / Lebanon

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To: 5.1.2e 5.1.2e 5.1.2e @icmpd.org]
Cc: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl]
From: 5.1.2e 5.1.2e
5.1.2e Mon 2/6/2023 7:18:04 PM
Subject: RE: Repair of the 5.1.2a system at LBRTS
Received: Mon 2/6/2023 7:18:00 PM

Dear 5.1.2e,

After consultation with 5.1.2e I would like to update you as follows regarding the repair of 5.1.2a system:

We strongly regret that 5.1.2a system, which was funded by the Netherlands in the previous phase of The Netherlands' Assistance to Lebanese Border Agencies (IBM), has broken down. 5.1.2a
5.1.2a

As a nonfunctional 5.1.2a system is detrimental to achieving the goals of the project, we agree to pay for the reparation. What we will need from your side is documentation about the reparation, as well as an official confirmation once the system is up and running again.

The breaking down of the system shows that firmer maintenance measures need to be put in place. Thank you for your suggestions on how to improve this. I would like to kindly ask you to move forward in the way you proposed.

If the costs for the reparation can be covered from the procurement budget, you can go ahead with booking the costs on that budget line. A question that did pop up is how it can be that this unforeseen expense does not impact other planned expenses for procurement. What would have been done with the USD 5.1.2a if it would not be spent on this reparation?

Kind regards,
5.1.2e



5.1.2e 5.1.2e
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W www.minbuza.nl

From: 5.1.2e 5.1.2e
Sent: vrijdag 3 februari 2023 17:32
To: 5.1.2e 5.1.2e <5.1.2e @icmpd.org>
Cc: 5.1.2e 5.1.2e <5.1.2e @minbuza.nl>
Subject: RE: Repair of the 5.1.2a system at LBRTS

Dear 5.1.2e,

Thank you very much for the clarification.

I will double check the issue with the financial controller of the Ministry. Once I hear back from him, I will let you know straight away.

Kind regards and have a good weekend,
5.1.2e

From: 5.1.2e 5.1.2e <5.1.2e @icmpd.org>
Sent: vrijdag 3 februari 2023 14:31
To: 5.1.2e 5.1.2e <5.1.2e @minbuza.nl>

Cc: 5.1.2e, 5.1.2e < 5.1.2e @minbuza.nl>
Subject: RE: Repair of 5.1.2a system at LBRTS

Dear 5.1.2e,

No worries, I figured that there must have been change of plans with 5.1.2e Hopefully I will catch her on other occasions.

As for the 5.1.2a system, please find below the answers to your inquiries. Looking forward to your feedback.

Best,
5.1.2e

From: 5.1.2e, 5.1.2e < 5.1.2e @minbuza.nl>
Sent: 03 February 2023 12:49
To: 5.1.2e, 5.1.2e < 5.1.2e @icmpd.org>
Cc: 5.1.2e, 5.1.2e < 5.1.2e @minbuza.nl>
Subject: RE: Repair of 5.1.2a system at LBRTS

Dear 5.1.2e,

Thank you for the reminder and apologies for not getting back to you earlier. The schedule for the work visit of 5.1.2e ended up being fully packed, which is why I did not reach out to you anymore to schedule a meeting. But thank you very much for your willingness to talk and perhaps we can set up a meeting with her another time when she is around.

As for the repair of 5.1.2a thanks for the additional information. I still have a number of questions that I hope you can answer:

- You write that the majority of 5.1.2a have been damaged beyond repair requiring their replacement. Does the submitted financial offer of 5.1.1c of USD 5.1.2a cover these costs as well? Yes the financial offer covers everything needed for the system to become operational.
- Do I understand correctly that the costs will be paid from the procurement budget, which is forecasted to contain EUR 5.1.2a for the year 2023? Yes.
- Are there other planned expenses that can no longer be paid for from the procurement budget if the budget is used for the reparation of 5.1.2a system? No. This should not impact any planned expenses. The next planned procurement is 5.1.2a at the LBRTS and there is enough budget for that activity.
- The suggested mitigation measures currently only include technical solutions to prevent the system from breaking down again. As far as I understood, but please correct me if I'm wrong, the breakdown of the system was caused by 5.1.2a 5.1.2a To prevent this issue from happening again, I think that 5.1.2a on the side of the local officers responsible for maintenance is necessary. 5.1.2a Could you please suggest measures on how to overcome this? We can overcome this by implementing a management plan for the system with clear responsibilities and accountabilities and linking it directly with 5.1.2a for monitoring. This System Management Plan is intended to provide key information necessary to effectively maintain the system. It will describe the regular activities essential to the support and maintenance of the system as well as the roles and responsibilities of those responsible for administering the system. Additionally we shall implement a training by 5.1.1c once the new system is in place to ensure that they have all the information needed for operating it. We can liaise directly with 5.1.2a and 5.1.1c to develop the system management plan and train on it once the system is in place. Additionally, and as part of the contract there will bi-monthly visits from 5.1.1c to check on the system.

Thanks in advance.

Kind regards,
5.1.2e



5.1.2e 5.1.2e

5.1.2e

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W www.minbuza.nl

From: 5.1.2e 5.1.2e <5.1.2e@icmpd.org>

Sent: woensdag 1 februari 2023 10:35

To: 5.1.2e 5.1.2e <5.1.2e@minbuza.nl>

Cc: 5.1.2e 5.1.2e <5.1.2e@minbuza.nl>

Subject: FW: Repair of 5.1.2a system at LBRTS

Hi 5.1.2e,

I would like to check if we can go ahead with the repair of 5.1.2a system for the LBRTS as per the below.

Many thanks,

5.1.2e

From: 5.1.2e 5.1.2e

Sent: 13 January 2023 13:06

To: 5.1.2e 5.1.2e <5.1.2e@minbuza.nl>

Cc: 5.1.2e 5.1.2e <5.1.2e@minbuza.nl>

Subject: RE: Repair of 5.1.2a system at LBRTS

Dear 5.1.2e,

I would be very happy to meet with 5.1.2e and discuss our work in Lebanon. My schedule is flexible all of the week of her visit except for Monday 23, so please suggest a suitable date and time and advise accordingly.

Re the 5.1.2a kindly find attached a brief summary report on the situation that addresses your inquiries. The cost will be paid from the procurement budget dedicated for the school's procurement. In the report you can also find the different mitigation measure suggested, including 5.1.2a Please advise if this i

As for the regional component, I am attaching a summary report for the initial outcomes of the meeting. We are following bilaterally with the Iraqi and Jordanian counterparts, to identify concrete next steps. On the Iraqi side, there are 4 main topics which were initially identified in follow-up meetings including: 1) Contingency planning; 2) Border Communities; 3) Gender; 4) IBM Strategy and exchanges. As for the Jordanian counterparts, we will be developing an agenda for a study visit to Lebanon in Q2 2023, as they have initially showed interest (concept note still under development). I believe we have a clear roadmap by the end of this month on this aspect.

Best,

5.1.2e

From: 5.1.2e 5.1.2e <5.1.2e@minbuza.nl>

Sent: 11 January 2023 19:05

5.1.2e 5.1.2e 5.1.2e

5.1.2e 5.1.2e 5.1.2e

reeds beoordeeld: 1290022

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reeds beoordeeld: 1290022

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reeds beoordeeld: 1290022

Netherlands Assistance to Integrated Border Management (IBM) Phase 4
Project number: 4000001979

Annual financial progress report 1 January 2021 - 31 December 2021	Current Budget				Expenditure incurred 1 January 2021 - 31 December 2021			Cumulated costs	
Expenditures	Unit	# of units	Unit rate (in EUR)	Costs (in EUR)	# of units	Unit rate (in EUR)	Costs (in EUR)	Cumulated costs (before current report) (in EUR)	Cumulated costs (from start of implementation to present report included) (in EUR)
1. Human Resources									
1.1 HQ Salaries (gross salaries including social security charges and other related costs for ICMPD HQ staff, management and implementation structure)									
1.1.1 5.1.2e (5%)	Per man/month	1.8			0.75				
1.1.2 5.1.2e (10%)	Per man/month	3.6			2.35				
1.1.3 5.1.2e (20%)	Per man/month	7.2			3.40				
1.1.4 5.1.2e (5%)	Per man/month	5.4			3.85				
1.1.5 5.1.2e (10%)	Per man/month	3.6			1.70				
1.1.6 5.1.2e (20%)	Per man/month	7.2			4.50				
1.2 Lebanon Salaries (gross salaries including social security charges and other related costs for ICMPD Beirut technical implementation staff)									
1.2.1 5.1.2e (100%)	Per man/month	35			10.50				
1.2.2 5.1.2e (100%)	Per man/month	35			10.65				
1.2.3 5.1.2e (100%)	Per man/month	35			11.60				
1.2.4 5.1.2e (50%)	Per month	18			6.45				
Subtotal Human Resources (project team)									
2. Local office (cost sharing with IBM Lebanon, on minimal basis)									
2.1. In-country travel	Per month	35			12				
2.2. In-country staff per diem	Per day	360			39				
2.3. Consumables - office supplies	Per month	36			12				
2.4. Other services (tel/fax, mobile phone charges, electricity/heating, maintenance)	Per month	36	5.1.2a	5.1.2a	12	5.1.2a	5.1.2a	5.1.2a	5.1.2a
2.5. Office rent (Beirut Field Office)	Per month	36			12				
2.6 IT for project staff	Per computer	1			1				
2.7 Mobile phones for project staff	Per phone	1			1				
2.7 Office furniture/mobile equipment for project staff	Lump sum	1			1				
2.8 UNOPS Fees	Per month	12			12				
Subtotal Local Office									
3. Project Visibility									
3.1. Visibility material	Lump sum	1			1				
3.2. Visibility conference venue costs (facilities, equipment, catering)	Lump sum	1			1				
Subtotal Project Visibility									
4. Implementation Actions									
4.1. Expert fee	Per day	30			0				
4.2. Expert per diem (Lebanon)	Per night	250			48				
4.3. Expert travel	Per night	50			3				
4.4. Activity meals, refreshments and logistics	Lump sum	1			1				
4.5. Participant per diem (outside of Lebanon)	Per night	250			1				
4.6. Participant travel (outside of Lebanon)	Per flight	35			10				
4.7. Project Representative per diem (outside of Lebanon)	Per night	50			10				

Netherlands Assistance to Integrated Border Management (IBM) Phase 4
Project number: 4000001979

Annual financial progress report 1 January 2021 - 31 December 2021		Current Budget			Expenditure incurred 1 January 2021 - 31 December 2021			Cumulated costs	
Expenditures	Unit	# of units	Unit rate (in EUR)	Costs (in EUR)	# of units	Unit rate (in EUR)	Costs (in EUR)	Cumulated costs (before current report) (in EUR)	Cumulated costs (from start of implementation to present report included) (in EUR)
4.8. Project Representative travel (outside of Lebanon)	Per flight	12			4				
4.9. Specialist course delivery charges	Lump sum	1			1				
4.10. Publications	Lump sum	1			1				
4.11. Interpretation/Translation	Lump sum	1			1				
Subtotal Implementation Actions									
5. Equipment and works			5.1.2a	5.1.2a		5.1.2a	5.1.2a	5.1.2a	5.1.2a
5.1 Equipment and works for beneficiary	Lump sum	1			1				
Subtotal Equipment and Works									
6. Subtotal direct eligible costs of the Action (1-5)									
7. Overhead costs (7% of 7, total direct eligible costs of the Action)									
8. Total eligible costs of the Action (6+7)				1,837,101			788,018.35	909,712.31	1,697,730.66
								1st instalment	780,000.00
								2nd instalment	528,550.50
9. Total instalments received from NL Ministry of foreign Affairs								1,308,550.50	
10. BALANCE								-389,180.16	

5.1.2e

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5.1.2e

28/02/2022

Date:

5.1.2e

5.1.2e

5.1.2e

Date:

28/02/2022

To: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e 5.1.2e 5.1.2e @minbuza.nl]
From: 5.1.2e 5.1.2e
5.1.2e Fri 3/3/2023 2:23:03 PM
Subject: 4000005618: Monthly Report February 2023
Received: Fri 3/3/2023 2:23:09 PM
4000005618 NLIBMLBNV MR 2023.02.pdf

Dear 5.1.2e, Dear 5.1.2e,

Kindly find attached the report for the month of February.

I remain available for any further clarifications.

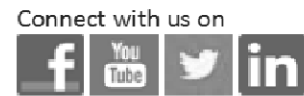
Regards,

5.1.2e 5.1.2e
5.1.2e

Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V
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Beirut / Lebanon



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**Netherlands Assistance to Lebanese Border
Agencies Lebanon (IBM) – phase V
(NL IBM5_Lebanon)**



Monthly Report [February/2023]

1. General information

Title of the action	Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V
Location of the action	Lebanon
Initial duration of the action	36 months (01/03/2022 – 28/02/2025)
Budget	2.5 Million Euro
Target countries	Lebanon, initially regionally partnering with: Iraq and Jordan
Beneficiaries	Lebanese and regional state migration actors (LAF, ISF, GS, LCA, STS)
Reporting period	01/02/2023 – 28/02/2023

2. Overview of progress

Brief description of the project	<p>The overall objective of NL IBM5 Lebanon is <i>“To facilitate Lebanese border agencies’ under the lead of the LAF as national and regional providers of expertise in order to strengthen regional border management capacities”</i>.</p> <p>Building on the successes of previous Netherlands-funded support, the Action will (1) enhance the professionalization of border management capacities within Lebanon, (2) directly contribute to the development of national and regional states’ border capacity, and (3) facilitate closer functional regional cooperation. This work continues to be essential to counter the ongoing threats to rule of law, health and economy caused by 5.1.2a</p>
Executive Summary	<p>NLIBMLBNV concluded the implementation of 3 foundation-level courses on Dual Use Items (DUIs).</p> <p>NLIBMLBNV commenced with the delivery of EU-accredited Train the Trainer Award courses in partnership with 5.1.2f</p> <p>NLIBMLBNV facilitated the first needs assessment workshop between with the Netherlands Royal Maréchaussée on the delivery of specialist training.</p> <p>NLIBMLBNV conducted a gaps and needs assessment expert mission on maritime port facility security in Lebanon.</p>

In partnership with



	At the regional level, NLIBMLBNV is organizing a study visit with IBM sister project in Tunisia around IBM and interagency training and cooperation.
Challenges, barriers and responses	N.A.

3. Acronyms

BCC	Border Control Committee
BCP	Border Crossing Point
CBRN	Chemical, biological, radiological, nuclear
CCC	Common Core Curriculum
Covid – 19	Corona Virus Disease 2019
DEE	Document Examination Essentials
DoA	Description of Action
ECTS	European Credit Transfer and Accumulation System
EQF	European Qualifications System
EUIBMLBN3	EU-Funded Strengthening Capability for Integrated Border Management Project
FP	Focal Point
Frontex	European Border and Coast Guard Agency
GFP	Gender Focal Point
GS	General Security
IBM	Integrated Border Management
IB	Implementation Body
ICMPD	International Centre for Migration Policy Development
IMDG	International Maritime Dangerous Goods
ISF	Internal Security Forces
ISPS	International Ship and Port Facility Security
KMAR	Netherlands Royal Maréchaussée
LBR	Land Border Regiment
LBRTS	Land Border Regiment Training School
LAF	Lebanese Armed Forces
LCA	Lebanese Customs Administration
LCD	Lebanese Civil Defence
MCP Med TI /TI	Training Institute on Migration Capacity Partnership for the Mediterranean

MoFA	Ministry of Foreign Affairs
MQF	Malta Qualifications Framework
NL	Netherlands
RFQ	Request for Quotation
STE	Short-term Expert
STS	State Security
SWOT	Strengths, weaknesses, opportunities and threats
TNA	Training Needs Analysis
TOR	Terms of Reference

4. Project activities and progress toward outcomes and objectives

Outcome 1. Continued development of the LAF LBRTS in alignment with EU good practices and norms		
Overview: NLIBMLBNV implemented three training activities on Dual Use Items jointly with LAF. Additionally, NLIBMLBNV kicked-off the first “Train the Trainer Award” course.		
Support to TNAs led by Lebanon (1.1)	Target: <ul style="list-style-type: none"> - Training needs and solutions for LAF CTS identified annually 	Achievements: <ul style="list-style-type: none"> - TNA for LAF LBRTS complete
The activity is complete.		
Study visits regionally or to EU states (1.2)	Target: <ul style="list-style-type: none"> - 3 study tours - 15 participants total 	Achievements:
There are no activities to report during this period.		
Specialist courses: pedagogical, educational management and advanced border management (1.3)	Target: <ul style="list-style-type: none"> - 150 participants in specialist training - 50 trainers achieving EU-accredited pedagogical certifications 	Achievements: <ul style="list-style-type: none"> - 30 participants in specialist training <ul style="list-style-type: none"> o 15 trainers trained on HEAT. o 15 trainers trained on DUIs - 2 trainers at EQF level 4 with 2 ECTS
<p>NLIBMLBNV launched the delivery of EU-accredited pedagogical “Training the Trainer Award” in partnership with 5.1.2f 5.1.2f an accredited Higher Education Institute. The first course was delivered from 21 to 24 February 2023 to 17 trainers from the LBRTS. The second course started on 27 February and will conclude on 2 March 2023 and the third course will run from 6 to 9 March 2023. The trainers will have two final assessment sessions on 20 and 21 March 2023, which will allow them to receive EU-accredited certificated pinned at EQF level 5, with 2 ECTS. The certificates will be issued during the month of March following a thorough assessment for all participants. These courses aim to provide 50 newly appointed trainers and experienced trainers from the project beneficiaries with the pedagogical competencies to perform effectively their role as professional vocational educators.</p> <div data-bbox="316 1406 1396 1906" data-label="Image"> </div> <p style="text-align: center;">5.1.2e</p>		
Figure 1: Practical and theoretical exercises during the ToT		

Support for alignment of a training material to EU standards (1.4)	Target: <ul style="list-style-type: none"> - Two alignment workshops - Three training products aligned 	Achievements:
NLIBMLBNV is in the planning phase of this activity.		
Support for establishing a co-operation agreement with recognised EU educational institute (1.5)	Target: <ul style="list-style-type: none"> - One formal cooperation agreement 	Achievements:
NLIBMLBNV is considering potential collaboration with the Netherlands Royal Maréchaussée (KMAR) for training delivery and product development to LAF. NLIBMLBNV will explore areas of collaboration and relevant agreements on this front.		
Training equipment procured and installed (1.6)	Target: <ul style="list-style-type: none"> - Low-cost high impact infrastructure/equipment directly related to the improvement of LAF training facilities installed 	Achievements: <ul style="list-style-type: none"> - 5.1.2a approved and signed. - 5.1.2a provided - 5.1.2f contract approved and signed.
NLIBMLBNV signed a contract with 5.1.1c 1c concerning the repairs to be conducted as of March 2023. As a result, NLIBMLBNV held a meeting on 16 February 2023 between LAF Engineering directorate, LBRTS and 5.1.1c 5.1.1c in order to discuss the installation and maintenance of 5.1.2a to reduce the probability of 5.1.2a. The list of items included in the financial offer was checked and confirmed. It was agreed that 5.1.1c 1c will deliver a training on the proper use and maintenance of 5.1.2a, with a checklist and description of responsibilities, tasks and frequency. LBRTS will appoint a focal point to monitor the system and conduct the needed maintenance in accordance with the checklist. 5.1.1c will draw up a report about the repair, including all the items that have been replaced/newly purchased along with a summary of what they repaired. Furthermore, 5.1.1c will conduct an inspection visit the first week of every even month after the system installation.		
Support to the creation and delivery of a maritime port security course (1.7)	Target: <ul style="list-style-type: none"> - One maritime port security course (with full training material in English and Arabic) 	Achievements:
NLIBMLBNV concluded its first gaps and needs assessment mission on maritime port security in Lebanon. The mission took place from 20 to 24 February 2023, and included meetings with the MoPWT's Directorate General for Land and Maritime Transport (DGLMT), the LAF Navy, the ISF Beirut Coast Brigade, the Joint Maritime Operations Centre (JMOC). As part of this mission NLIBMLBNV also visited both Tripoli and Beirut Ports and met with all relevant stakeholders at both ports. This main purpose of this mission is to develop baseline for the maritime port security situation in Lebanon, identify gaps and recommendations with focus on the professionalisation aspect. 5.1.2a 5.1.2a The mission also provided an opportunity to set short-term objectives, such as the delivery of much needed training, particularly on the International Ship and Port Facility Security (ISPS) Code and the International Maritime Dangerous Goods (IMDG) code at different levels, and medium to long-term objectives such as policy support. The full report will be developed in March and validated with the various stakeholders involved.		
Support the delivery of border management training courses by the training school (1.8)	Target: <ul style="list-style-type: none"> - 100 participants of additional courses trained 	Achievements: <ul style="list-style-type: none"> - 63 trainees trained on DUIs

NLIBMLBNV concluded the delivery of three foundation-level training courses on DUIs, which ran from 30 January to 1 February 2023, 3 to 6 February 2023 and 7 to 10 February 2023 respectively to a total of 63 participants. Each course was delivered to an interagency audience of 21 participants from LAF, ISF, GS, STS and LCA. The main purpose of the training courses was to allow the trainees to acquire the necessary knowledge and skills to be able to identify goods and commodities that can be used in illegal activities. Six trainers from LAF who previously completed the DUIs training course delivered the trainings (two per course) alongside the lead trainer from ICMPD. NLIBMLBNV is implementing this approach throughout all its training activities to ensure sustainability of the trainings whereby LAF can independently deliver these training going forward. This approach helped cement the learnings and skills of the LAF trainers that they have acquired during the ToT and allowed them to have hands on experience in training delivery with direct mentoring from the lead trainer in a real time training set-up. Security agencies have voiced their interest in this course and have requested the delivery of an advanced-level course.



Figure 2: LAF Trainers delivering modules of the DUIs foundation-level courses

NLIBMLBNV is assisting the LBRTS in preparing for the delivery of its first HEAT course, which is expected to take place in May 2023. NLIBMLBNV designed a leaflet for the course and helped the LBRTS identify potential national and international organizations that could register for the course. By providing this training, LAF will ensure that more people are aware of how to react in hostile situations thereby decreasing risks on them. Additionally, by opening it to the public, the LBRTS seeks to develop a sustainability mechanism for the school, through using the financial returns from the registration fees to further develop their training capacities and upgrade their facilities amid the difficult financial and economic downturn in the country and shortage of budget.

Outcome 2. National border management competence increased

Overview: NLIBMLBNV kicked-off discussions with KMAR to support the delivery of interagency training courses focused on Document Security and Trafficking in Human Beings Investigations.

Support to TNAs led by Lebanon (2.1)	Target: <ul style="list-style-type: none"> - Interagency training needs and solutions identified annually (ISF, GS, STS, LCA) 	Achievements: <ul style="list-style-type: none"> - Training needs for LAF, ISF, GS and LCA identified - TNA for STS completed.
The activity is complete.		
Study visits regionally or to EU states (2.2)	Target: <ul style="list-style-type: none"> - 2 study tours - 10 participants total 	Achievements:

There are no activities to report during this period.		
Support delivery of maritime port security courses led by Training School (2.3)	Target: <ul style="list-style-type: none"> - 75 participants trained 	Achievements:
There are no activities to report during this period.		
Delivery of document security courses to inter-agency/international audience (2.4)	Target: <ul style="list-style-type: none"> - Two advanced-level document security courses - 20 participants trained in advanced level security - One expert-level document security course 	Achievements:
<p>NLIBMLBNV held a meeting with the LAF BCC, the KMAR and the NL 5.1.2e on 8 February 2023 in order to discuss potential areas of collaboration and the delivery of advanced and expert-level document security courses and an advanced trafficking investigations (THB A) course. KMAR gave an operational overview of the Netherlands Royal Maréchaussée, while LAF gave an overview of how border control and management tasks are divided among 4 Lebanese security agencies and detailed LAF's tasks pertaining to border management and the work and priorities of the BCC within the current prevailing circumstances, challenges and crises in Lebanon. KMAR will be analysing the training needs identified by LAF to assess the support it can provide in the identified areas and shall identify subject matter experts in document security and border investigations (specifically trafficking in human being investigations) to follow up with more focused meetings with Lebanese counterparts to identify the existing capacities in these areas and the required support.</p>		
Delivery of advanced trafficking investigations (THB A) course (2.5)	Target: <ul style="list-style-type: none"> - Two THB A courses - 20 participants trained 	Achievements:
<p>NLIBMLBNV held a meeting with the LAF BCC, the KMAR and the NL 5.1.2e on 8 February 2023 in order to discuss potential areas of collaboration and the delivery of advanced and expert-level document security courses and an advanced trafficking investigations (THB A) course. KMAR gave an operational overview of the Netherlands Royal Maréchaussée, while LAF gave an overview of how border control and management tasks are divided among 4 Lebanese security agencies and detailed LAF's tasks pertaining to border management and the work and priorities of the BCC within the current prevailing circumstances, challenges and crises in Lebanon. KMAR will be analysing the training needs identified by LAF to assess the support it can provide in the identified areas and shall identify subject matter experts in document security and border investigations (specifically trafficking in human being investigations) to follow up with more focused meetings with Lebanese counterparts to identify the existing capacities in these areas and the required support.</p>		
Delivery and/or support to further courses identified by LAF-led TNAs (2.6)	Target: <ul style="list-style-type: none"> - 300 participants trained for other TNA-identified courses participants trained 	Achievements: <ul style="list-style-type: none"> - Seven (7) participants from GS trained - 21 trainees on DEE
NLIBMLBNV is planning relevant trainings in this regards.		
Outcome 3. Regional border management competence increased		
Overview: NLIBMLBNV is in currently planning several regional activities.		

Logistical, administrative and delivery support for courses delivered by Lebanese trainers (3.1)	Target: <ul style="list-style-type: none"> - 10 courses delivered by Lebanese trainers - 120 regional students trained 	Achievements: <ul style="list-style-type: none"> - 1 course delivered by Lebanese trainers to regional audience - 7 students trained
<p>In the context of regional cooperation and knowledge exchange, and promoting the role of Lebanon as a regional driver of border management partnerships NLIBMLBNV is supporting its IBM sister project in Tunisia organize a study visit for a Delegation from Tunisian border authorities to Lebanon from 13 to 16 March 2023. The visit comes as a result of the significant progress that Lebanon has played in the field of IBM at both strategic and operational levels and the vast experience it has accumulated in this area. The study visit to Lebanon is expected to introduce the Tunisians to Lebanon's experience in IBM, with particular focus on the interagency coordination and cooperation and the different bodies that have been established in this regard, and to share the knowledge and experience of Lebanon to further professionalise border management capacities.</p>		
Representation/exchange missions for Lebanese representatives to regional states (3.2)	Target: <ul style="list-style-type: none"> - Three representation/exchange missions to regional states - 15 participants total. 	Achievements: <ul style="list-style-type: none"> - One (1) regional knowledge and experience exchange coordination session organised. - Six (6) participants from Lebanese security agencies
There are no activities to report during this period		
Host border management-themed regional conferences in Lebanon for representatives from regional states (3.3)	Target: <ul style="list-style-type: none"> - Three Migration-themed regional conferences 	Achievements:
There are no activities to report during this period		

5. Progress at a glance (Against Logical Framework Indicators)

Indicator	Baseline	Target	Current status
Delivery of all activities mentioned within the project fiche	N/A	100% delivery of all activities	
Procurement and delivery of all equipment	N/A	Successful delivery of all equipment	
Number of participants in activities overall	N/A	800	434
Number of maritime security learning product	N/A	1	
Number of trained participants	N/A	75	151
Number of regional events held	N/A	15	2
% participation of female participants in activities	N/A	At least 15%	19.82%
non-LAF participants involved in activities	N/A	At least 10%	51.67%
% of trained participants who demonstrate an increase in knowledge as a result of ICMPD trainings	N/A	90%	93%

% of training participants who report an increase in confidence and preparedness to use effectively the acquired equipment as a result of ICMPD trainings	N/A	90%	
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Communication and visibility

Project factsheets are being distributed in meetings to introduce the project. The factsheets are branded to reflect the Netherlands funding.

The project roll-up banner was designed and printed. One banner is rolled up in the office, a second is displayed in the Border Control Committee and a third in the LBRTS.

Visibility items (notepads, notebooks, pens, USBs and folders, branded to reflect the Netherlands funding) were produced.

6. Annexes

To: 5.1.2e, 5.1.2e, 5.1.2e [redacted]@minbuza.nl]; 5.1.2e, 5.1.2e, 5.1.2e [redacted]@minbuza.nl]
Cc: 5.1.2e, 5.1.2e [redacted]@icmpd.org]
From: 5.1.2e, 5.1.2e [redacted]
5.1.2e Mon 2/6/2023 6:56:35 PM
Subject: January Monthly Report
Received: Mon 2/6/2023 6:56:39 PM
NLIBMLBNV MR 2023.01 Final.pdf

Dear 5.1.2e, Dear 5.1.2e,

Kindly find attached the monthly report for January.

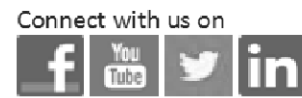
Regards,

5.1.2e, 5.1.2e [redacted]
5.1.2e [redacted]

Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V
International Centre for Migration Policy Development - Lebanon
T: + 5.1.2e [redacted] + 5.1.2e [redacted]
E: 5.1.2e [redacted]@icmpd.org



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**Netherlands Assistance to Lebanese Border
Agencies Lebanon (IBM) – phase V
(NL IBM5_Lebanon)**



Monthly Report [January/2023]

1. General information

Title of the action	Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V
Location of the action	Lebanon
Initial duration of the action	36 months (01/03/2022 – 28/02/2025)
Budget	2.5 Million Euro
Target countries	Lebanon, initially regionally partnering with: Iraq and Jordan
Beneficiaries	Lebanese and regional state migration actors (LAF, ISF, GS, LCA, STS)
Reporting period	01/01/2023 – 31/01/2023

2. Overview of progress

Brief description of the project	<p>The overall objective of NL IBM5 Lebanon is <i>“To facilitate Lebanese border agencies’ under the lead of the LAF as national and regional providers of expertise in order to strengthen regional border management capacities”</i>.</p> <p>Building on the successes of previous Netherlands-funded support, the Action will (1) enhance the professionalization of border management capacities within Lebanon, (2) directly contribute to the development of national and regional states’ border capacity, and (3) facilitate closer functional regional cooperation. This work continues to be essential to counter the ongoing threats to rule of law, health and economy caused by 5.1.2a</p>
Executive Summary	<p>NLIBMLBNV concluded the implementation of the Training of Trainers on Dual Use Items (DUIs) and launched the foundation-level courses on DUIs.</p> <p>NLIBMLBNV is undertaking preparations for the delivery of EU-accredited Train the Trainer courses.</p> <p>On the regional knowledge exchange, NLIBMLBNV is in the process of preparing a mission to Iraq on contingency planning. It is also considering the possibility of hosting a delegation from Iraq in the framework of a study visit on the engagement of border communities and a delegation from Tunisia in the framework of a study visit on Integrated Border Management and relevant training.</p>

In partnership with



Challenges, barriers and responses	N.A.
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3. Acronyms

BCC	Border Control Committee
BCP	Border Crossing Point
CBRN	Chemical, biological, radiological, nuclear
CCC	Common Core Curriculum
Covid – 19	Corona Virus Disease 2019
DEE	Document Examination Essentials
DoA	Description of Action
DUIs	Dual Use Items
ECTS	European Credit Transfer and Accumulation System
EQF	European Qualifications System
EUIBMLBN3	EU-Funded Strengthening Capability for Integrated Border Management Project
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Frontex	European Border and Coast Guard Agency
GFP	Gender Focal Point
GS	General Security
IBM	Integrated Border Management
IB	Implementation Body
ICMPD	International Centre for Migration Policy Development
ISF	Internal Security Forces
KMAR	Netherlands Royal Maréchaussée
LBR	Land Border Regiment
LBRTS	Land Border Regiment Training School
LAF	Lebanese Armed Forces
LCA	Lebanese Customs Administration
LCD	Lebanese Civil Defence
MCP Med TI /TI	Training Institute on Migration Capacity Partnership for the Mediterranean
MoFA	Ministry of Foreign Affairs
MoPWT	Ministry of Public Works and Transport
MQF	Malta Qualifications Framework

NL	Netherlands
RFQ	Request for Quotation
STE	Short-term Expert
STS	State Security
SWOT	Strengths, weaknesses, opportunities and threats
TNA	Training Needs Analysis
TOR	Terms of Reference
TOT	Train the trainer

4. Project activities and progress toward outcomes and objectives

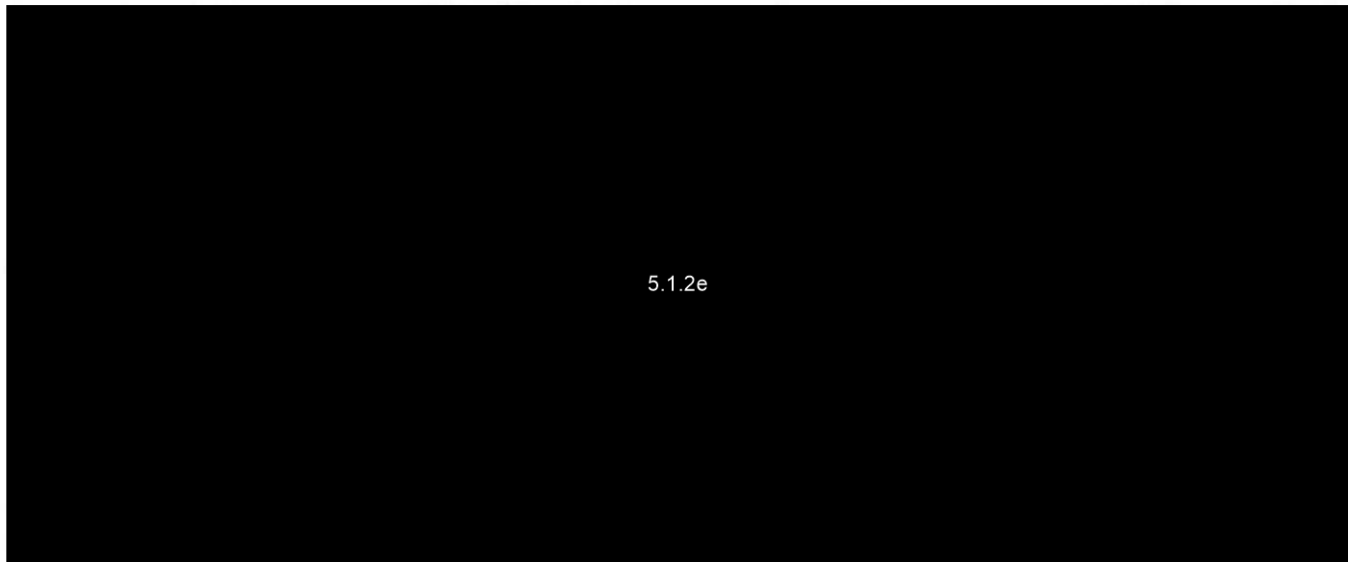
Outcome 1. Continued development of the LAF LBRTS in alignment with EU good practices and norms		
Overview: NLIBMLBNV started the implementation of trainings based on the needs identified in the LAF LBRTS TNA.		
Support to TNAs led by Lebanon (1.1)	Target: <ul style="list-style-type: none"> - Training needs and solutions for LAF CTS identified annually 	Achievements: <ul style="list-style-type: none"> - TNA for LAF LBRTS complete
The activity is complete.		
Study visits regionally or to EU states (1.2)	Target: <ul style="list-style-type: none"> - 3 study tours - 15 participants total 	Achievements:
There are no activities to report during this period.		
Specialist courses: pedagogical, educational management and advanced border management (1.3)	Target: <ul style="list-style-type: none"> - 150 participants in specialist training - 50 trainers achieving EU-accredited pedagogical certifications 	Achievements: <ul style="list-style-type: none"> - 30 participants in specialist training <ul style="list-style-type: none"> o 15 trainers trained on HEAT. o 15 trainers trained on DUIs - 2 trainers achieve EU-accredited pedagogical certifications (ToT at EQF level 4 with 2 ECTS)
<p>NLIBMLBNV delivered a train the trainer course on Dual Use Items from 16 to 19 January 2023 to 15 trainers from relevant LAF units, including the Land Border Regiments Training School, Land Border Regiments, and Navy among others. The training focused on building a pool of specialized trainers on the subject matter to be able to deliver the training to LAF and other border agencies. The training will support the land and maritime border units at LAF to acquire the necessary knowledge and skills to be able to identify goods and commodities that can be used in illegal activities. This includes an aspect of interagency collaboration and risk assessment. This will improve knowledge and awareness of classification and identification of controlled goods in order to identify current threats and risks associated with dual-use goods and technologies</p> 		

Figure 1: Pictures from the DUIs ToT

NLIBMLBNV signed the contract with [REDACTED] 5.1.2f as the training provider for the delivery of EU-accredited pedagogical "Training the Trainer Award". The course will be delivered at the LAF LBRTS from 21 to 24 February 2023, 27 February to 2 March 2023 and 6 to 9 March 2023 respectively with two final assessment sessions on 20 and 21 March 2023.

NLIBMLBNV finalized the HEAT training package for LAF LBRTS which includes the HEAT course handbook, the lesson plans for 13 modules and the relevant PowerPoint presentations, in addition to the trainers' assessments.

NLIBMLBNV published a call for experts for the delivery of the Human Rights at International Borders ToT and training courses and the trainers' handbook. The course will be implemented jointly with the International Humanitarian Law and Human Rights Directorate at LAF. The deadline for application is 14 February 2023.

Support for alignment of a training material to EU standards (1.4)

Target:

- Two alignment workshops
- Three training products aligned

Achievements:

NLIBMLBNV will support LAF LBRTS in the update of its training curriculum in line with [REDACTED] 5.1.2a developed Common Core Curriculum CCC. For that purpose, NLIBMLBNV will conduct an interoperability assessment for the existing curriculum and identify required measures to align the training products accordingly. The common core curriculum for border and coast guard training in the EU is the basis for all training activities that contribute to the professional development of border and coast guards and promotes the highest standards and the best practices. An expert have been identified and NLLBNIBMV initiated the contracting process.

Support for establishing a cooperation agreement with recognised EU educational institute (1.5)

Target:

- One formal cooperation agreement

Achievements:

There are no activities to report during this period.

Training equipment procured and installed (1.6)

Target:

- Low-cost high impact infrastructure/equipment directly related to the improvement of LAF training facilities installed

Achievements:

- [REDACTED] 5.1.2a approved and signed.
- [REDACTED] 5.1.2a provided
- [REDACTED] 5.1.1c financial offer approved

NLIBMLBNV is in the process of contracting [REDACTED] 5.1.1c for the repairs of [REDACTED] 5.1.2a system. It is waiting for the approval from the donor in order to complete the contracting.

Support to the creation and delivery of a maritime port security course (1.7)

Target:

- One maritime port security course (with full training material in English and Arabic)

Achievements:

NLIBMLBNV held a preparatory meeting on 23 January 2023 with representatives from the Ministry of Public Works and Transport, LAF (Navy and BCC), ISF, GS, STS and LCA in order to discuss the expert's mission for the assessment of the training needs for maritime port security that is planned from 20 to 24 February 2023. The involvement of the MoPWT is essential as they are the designated authority responsible for maritime port security. This planning meeting is crucial to allow all the agencies involved to assess the current needs vis a vis their legal and official role and the assigned responsibilities delegated to them to discuss with the expert.

Support the delivery of border management training

Target:

Achievements:

- 21 trainees trained on DUIs

courses by the training school (1.8)	- 100 participants of additional courses trained	
<p>NLIBMLBNV launched the first foundation-level training course on DUIs, which will conclude on 1 February 2023 and is preparing for the delivery of the remaining two courses from 3 to 6 February 2023 and 7 to 10 February 2023 respectively. The main purpose of the training course is to allow the trainees to acquire the necessary knowledge and skills to be able to identify goods and commodities that can be used in illegal activities. Each course is delivered to an interagency audience of 21 participants from LAF, ISF, GS, STS and LCA. The training is delivered by ICMPD lead trainer and two co-trainers from LAF who previously attended the DUIs ToT. This approach will cement the learnings and skills of the LAF trainers that they have acquired during the ToT and will allow them to have hands on experience in training delivery with direct mentoring from the lead trainer in a real time training set-up. Security agencies have voiced their interest in this course and have requested the inclusion of additional participants.</p>		
Outcome 2. National border management competence increased		
Overview: NLIBMLBNV finalized TNAs for border agencies and started the implementation of trainings.		
Support to TNAs led by Lebanon (2.1)	Target: <ul style="list-style-type: none"> - Interagency training needs and solutions identified annually (ISF, GS, STS, LCA) 	Achievements: <ul style="list-style-type: none"> - Training needs for ISF, GS, LCA identified - TNA for STS completed and approved.
The activity is complete.		
Study visits regionally or to EU states (2.2)	Target: <ul style="list-style-type: none"> - 2 study tours - 10 participants total 	Achievements:
There are no activities to report during this period.		
Support delivery of maritime port security courses led by Training School (2.3)	Target: <ul style="list-style-type: none"> - 75 participants trained 	Achievements:
There are no activities to report during this period.		
Delivery of document security courses to inter-agency/international audience (2.4)	Target: <ul style="list-style-type: none"> - Two advanced-level document security courses - 20 participants trained in advanced level security - One expert-level document security course 	Achievements:
<p>NLIBMLBNV in coordination with NL 5.1.2e in Lebanon is coordinating a visit from a training expert from the Royal Netherlands Maréchaussée to discuss the support that can be provided for the delivery of the document security courses.</p>		
Delivery of advanced trafficking investigations (THB A) course (2.5)	Target: <ul style="list-style-type: none"> - Two THB A courses - 20 participants trained 	Achievements:
<p>NLIBMLBNV in coordination with NL 5.1.2e in Lebanon is coordinating a visit from a training expert from the Royal</p>		

Netherlands Maréchaussée to discuss the support that can be provided for the delivery of THB A course.		
Delivery and/or support to further courses identified by LAF-led TNAs (2.6)	Target: <ul style="list-style-type: none"> - 300 participants trained for other TNA-identified courses participants trained 	Achievements: <ul style="list-style-type: none"> - Seven (7) participants from GS trained - 21 trainees on DEE
NLIBMLBNV is currently developing the lesson plan for the behavioural analysis course, which was identified as a need in the interagency TNAs. The training will be delivered by the head of training section at STS.		
Outcome 3. Regional border management competence increased		
Overview: NLIBMLBNV is planning several regional activities for H1 2023.		
Logistical, administrative and delivery support for courses delivered by Lebanese trainers (3.1)	Target: <ul style="list-style-type: none"> - 10 courses delivered by Lebanese trainers - 120 regional students trained 	Achievements: <ul style="list-style-type: none"> - 1 course delivered by Lebanese trainers to regional audience - 7 students trained
<p>NLIBMLBNV has identified together with Iraqi officials two areas for training and knowledge exchange with Lebanon. These are: contingency planning and working with border communities. Accordingly, NLIBMLBNV will start preparing for a training mission for LAF and GS experts on contingency planning to visit Iraq and deliver a training on the subject matter to Iraqis and Lebanon experience and approach in this areas. This comes at a time were Iraq is in the process of elaborating its contingency plans. It is an opportunity to highlight Lebanon's experience in this area and share the necessary steps for the drafting, testing and adoption of contingency plans. The training is planned to take place in May 2023.</p> <p>Furthermore, Iraqi security agencies have expressed an interest in learning more about the Lebanese border agencies' experience in engaging with border communities and their integral role in promoting stability in the context of integrated border management. It would serve as an opportunity to Improve their knowledge on civil-military cooperation at borders and how it is being implemented in Lebanon with particular focus on border areas. NLIBMLBNV is coordinating with the Integrated Border Management in Silk Route Countries project for the preparation of this study visit.</p> <p>Additionally, NLIBMLBNV is coordinating with IBM sister project in Tunis regarding a study visit to Lebanon following a request from Tunisian authorities in this regards. Discussions are underway to identify if the Tunisian authorities are interest to receive trainings as part of the visit in the area of IBM, to design the visit accordingly. The study visit would revolve around Lebanon's experience in integrated border management, good practices in border management, relevant training and management of training centres in an interagency context. NLIBMLBNV shared a draft concept note with the Tunisian counterparts, waiting for their feedback to plan accordingly.</p>		
Representation/exchange missions for Lebanese representatives to regional states (3.2)	Target: <ul style="list-style-type: none"> - Three representation/exchange missions to regional states - 15 participants total. 	Achievements: <ul style="list-style-type: none"> - One (1) regional knowledge and experience exchange coordination session organised. - Six (6) participants from Lebanese security agencies
There are no activities to report during this period.		
Host border management-themed regional conferences in Lebanon for representatives from regional states (3.3)	Target: <ul style="list-style-type: none"> - Three Migration-themed regional conferences 	Achievements:
There are no activities to report during this period.		

5. Progress at a glance (Against Logical Framework Indicators)

Indicator	Baseline	Target	Current status
Delivery of all activities mentioned within the project fiche	N/A	100% delivery of all activities	
Procurement and delivery of all equipment	N/A	Successful delivery of all equipment	
Number of participants in activities overall	N/A	800	301
Number of maritime security learning product	N/A	1	
Number of trained participants	N/A	75	94
Number of regional events held	N/A	15	2
% participation of female participants in activities	N/A	At least 15%	26.7%
non-LAF participants involved in activities	N/A	At least 10%	52.7%
% of trained participants who demonstrate an increase in knowledge as a result of ICMPD trainings	N/A	90%	100%
% of training participants who report an increase in confidence and preparedness to use effectively the acquired equipment as a result of ICMPD trainings	N/A	90%	

Communication and visibility

Project factsheets are being distributed in meetings to introduce the project. The factsheets are branded to reflect the Netherlands funding.

The project roll-up banner was designed and printed. One banner is rolled up in the office, a second is displayed in the Border Control Committee and a third in the LBRTS.

Visibility items (notepads, notebooks, pens and folders, branded to reflect the Netherlands funding) were produced.

6. Annexes

To: 5.1.2e [redacted]@mindef.nl; 5.1.2e [redacted]@mindef.nl]
Cc: 5.1.2e [redacted] 5.1.2e [redacted]@minbuza.nl]
From: 5.1.2e [redacted] 5.1.2e [redacted]
5.1.2e [redacted] Tue 2/7/2023 3:17:12 PM
Subject: NL IBM Lebanon Project Documents
Received: Tue 2/7/2023 3:17:22 PM
DescriptionOfAction NL IBM5 Lebanon Final.pdf
15.09.2022 LAF LBR TS TNA English.docx

Dear 5.1.2e [redacted]

It was nice meeting you today. As discussed, please find attached the TNA that was conducted with the Land Border Regiment Training School along with the project description of action.

Regards,

5.1.2e [redacted]

5.1.2e [redacted] 5.1.2e [redacted]

5.1.2e [redacted]

Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V
International Centre for Migration Policy Development - Lebanon

T: 5.1.2e [redacted] 5.1.2e [redacted]

E: 5.1.2e [redacted]@icmpd.org



International Centre for Migration Policy Development (ICMPD)
Patriarch Hobeich Street, Al Mughrabi Building
Beirut / Lebanon

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To: 5.1.2e [REDACTED]@mindef.nl [REDACTED] 5.1.2e [REDACTED]@mindef.nl]
Cc: 5.1.2e [REDACTED] 5.1.2e [REDACTED]@minbuza.nl]
From: 5.1.2e [REDACTED] 5.1.2e [REDACTED]
5.1.2e [REDACTED] Fri 3/10/2023 11:34:09 AM
Subject: RE: different kind of topics
Received: Fri 3/10/2023 11:34:13 AM

Dear 5.1.2e [REDACTED]

It was great having you in Beirut and we are looking forward to formalise this cooperation.

Regarding the different points, please find my response:

Open Government Act

Thank you for informing me. This is well noted. If we receive anything and have inquiries, I will reach out to you.

Continuation of Phase 5

I fully agree with the proposition to come with a team for another focused mission with the training school. However the school is fully engaged during the week of May 22nd and the week before. Would it be possible to consider the week of May 29 or June 5?

Report/minutes

No problem. Take your time.

Working Arrangement

I agree. I had discussions with 5.1.2e [REDACTED] and what they are requesting on document security trainings is very similar to what we are looking at offering (advanced and expert level trainings). However our scope is bigger because it also include Trafficking in Human Beings Investigations. From ICMPD perspective, we can surely use the same type of agreement and adjust the scope of work to match specific project requirements. This will for sure save us a lot of time since the format will be already approved and revised by both parties, so we can easily adjust and move forward with. I believe after the mission the next mission, we will have more visibility on what type of support is needed and we can accordingly start preparing for the agreement.

Regards,

5.1.2e [REDACTED]

From: 5.1.2e [REDACTED]@mindef.nl <c>

Sent: 08 March 2023 21:43

To: 5.1.2e [REDACTED] 5.1.2e [REDACTED] <5.1.2e [REDACTED]@icmpd.org>

Cc: 5.1.2e [REDACTED]@minbuza.nl

Subject: different kind of topics

Good morning 5.1.2e [REDACTED],,

Thank you again for your cooperation last month and let's continue this form of cooperation in the future.

5.1.2e [REDACTED], I have some points I would like to share with you briefly:

Open Government Act

As you no doubt know, every country has numerous kinds of laws. These laws could be for individuals but also for the government. For example, in the Netherlands we have a law named Open Government Act (in the Netherlands we say Wet Open Overheid). This law gives citizens the right to gain insight into certain government actions. Defense, read the Kmar, has therefore received the question to provide openness in the cooperation with ICMPD in connection with the training that took place in previous years within the project IBM. This questions was asked by a individual.

From the KMar, these questions have been answered, but we do not want to exclude the possibility that also some questions may reach ICMPD through other channels as well. Therefore, please consider this announcement as an ICMPD information regarding a request received by the KMar, in which ICMPD is also mentioned.

Should you have any questions regarding our cooperation within the IBM project, please do not hesitate to let us
00047In case there are any other questions within ICMPD, please feel free to contact me.

1291303

Continuation of Phase 5

Right now, I am exploring options for moving forward with our visit last month.

I am currently exploring the possibilities of coming to Beirut again during the week of May 22. My plan then is to come together with instructors from the KMar on document and detective training. Monday May 22 and Friday May 26 will then be the travelling days. On Wednesday, May 24 and Thursday, May 25, I would then like to make another short visit to 5.1.2e just to introduce us with the trainers, and then travel to the LAF Training Center to meet the trainers of the LAF. During these days I would like to have that our trainers will speak with the trainers of the LAF, to set up a further training program.

5.1.2e, I would therefore like to ask you in advance if you are available during the week of May 22nd, in order to be able to organize the visits to 5.1.2e and the Training Center together with us.

Report/minutes

The past few weeks have been a little busy, but I hope to be able to provide feedback on the report/minutes you sent me following our conversation with 5.1.2e as soon as possible.

Working Arrangement

During our meeting we discussed, among other things, the establishment of a working arrangement between ICMPD and the KMar. Here we would also look at the working arrangement that still needs to be drawn up between ICMPD and the KMar with regard to JorDan-Sec II, Rhania I am leaving for Amman on Sunday, March 12, to visit JorDan-Sec II. During this visit I will, among other things, meet with 5.1.2e with whom I will discuss, among other things, the establishment of a working arrangement regarding Kmar participation within JorDan-Sec II at the request of ICMPD. Hereby I will of course keep in the back of my mind the fact that I will also look into to what extent we can also use this working arrangement for our deployment in Lebanon. I will keep you posted on the further developments of this meeting.

5.1.2e, I can imagine that this email raises several questions for you, so please do not hesitate to share these questions with me.

With best regards

5.1.2e

Advisor

.....
Defence & International Corporation Unit
Directorate of Operations
Royal Netherlands Marechaussee
Ministry of Defence

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.....

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Annex 2: Logical Framework for the project

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Impact (Overall objective)	Regional border management capacities are strengthened by facilitating the Lebanese border agencies' under the lead of the Lebanese Armed Forces (LAF) roles as national and regional providers of expertise.			
Specific objectives	<ol style="list-style-type: none"> To further professionalise border management education and capacities in Lebanon To enhance national and regional border management capacities To enhance security at maritime ports with a specific contribution to Beirut Port To promote the role of women in migration vocational education To increase regional access to contextualised border learning opportunities To foster sustainable inter-agency and regional communication and cooperation 	<p>Institutional frameworks in place, and functioning</p> <p>Baseline: N/A,</p> <p>Target: More effective institutional frameworks in place, and better functioning systems</p>	<ul style="list-style-type: none"> Formal LAF documentation Final and interim project reports Activity evaluation reports, agendas, and feedback 	<p>Willingness of beneficiaries and other stakeholders to engage</p> <p>High-level of commitment of partner institutions and organisations to participation</p> <p>Willingness of Netherlands' partners to engage</p> <p>Relative stability of the economic, political, health and security climate in Lebanon</p>
Expected results (outcomes)	<ol style="list-style-type: none"> Continued development of the LAF, CTS in alignment with EU good practices and norms National border management competence increased Regional border management competence increased 	<ul style="list-style-type: none"> Delivery of all activities mentioned within the project fiche <p>Baseline: N/A, Target: 100% delivery of all activities mentioned within the project fiche</p> <ul style="list-style-type: none"> procurement and delivery of all equipment <p>Baseline: N/A, Target: Successful procurement and delivery of all equipment</p> <ul style="list-style-type: none"> Number of participants in activities overall <p>Baseline: N/A, Target: 800</p> <ul style="list-style-type: none"> Number of maritime security learning product <p>Baseline: N/A, Target: 1</p>	<ul style="list-style-type: none"> LAF and other agencies' documentation Expert mission reports Lists of participants Minutes Evaluation documentation Audit(s) Training records and material 	<p>International health situation and associated movement restrictions do not preclude progress</p>

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
		<ul style="list-style-type: none"> • Number of trained participants Baseline: N/A, Target: 75 participants trained • Number of regional events held Baseline: N/A, Target: 15 • % participation of female participants in activities Baseline: N/A, Target: at least 15% • non-LAF participants involved in activities Baseline: N/A, Target: At least 10% • % of trained participants who demonstrate an increase in knowledge as a result of ICMPD trainings Baseline: N/A, Target:90% • % of training participants who report an increase in confidence and preparedness to use effectively the acquired equipment as a result of ICMPD trainings Baseline: N/A, Target:90% 	<ul style="list-style-type: none"> • Monitoring reports attached to initial second and final donor report • Interviews during the project closing phase • Pre and post training tests 	on migration issues



Training Needs Identification Workshop with Netherlands Royal Marechaussee

Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – Phase V

Agenda

Border Control Committee, Beirut, Lebanon
8 February 2023

Time	Topic	Responsible
09:00 – 09:15	Opening by remarks <ul style="list-style-type: none"> Lebanese Armed Forces (LAF) Representative from Netherlands Embassy in Lebanon/ Marechaussee ICMPD Tour de Table	All participants
09:15 – 09:30	Introduction by Royal Marechaussee <ul style="list-style-type: none"> Introduction, training capabilities and areas of expertise Possible areas for support and cooperation 	Royal Marechaussee
09:30 – 10:30	General overview of the current situation regarding Integrated Border Management in Lebanon <ul style="list-style-type: none"> Overview of previous contributions IBM Status Quo Roles of different security agencies and interagency cooperationNational context and existing challenges Discussions and clarifications 	LAF
10:30 – 11:00	Coffee Break	
11:00 – 12:00	Training Needs <ul style="list-style-type: none"> Training needs in general regarding to Land Border Control and Maritime Border Management (including why Discussions on existing and required capacities on Document Security and Trafficking in Human Beings Investigations (LAF needs vs. Royal Marechaussee's capabilities) What are other (training) capacities needed to further professionalise border management 	LAF



	<ul style="list-style-type: none"> Discussions and clarifications 	
12.00 – 12.30	Wrap-up, conclusions and way forward	ICMPD/ Royal Marechaussee

**All the sessions are participatory. Presentations are intended to guide the discussions in each session*

