

# Netherlands' Assistance to Lebanese Border Agencies (IBM)

Project Funded by the Kingdom of the Netherlands

Implemented by the International Centre for Migration Policy Development



by its mountainous nature and the need to encounter suspected smugglers and/or missing persons. Another newly created course raises awareness on “dual-use goods” transported across the border such as Ammonium Nitrate with the aim of identifying its uses.



Kingdom of the Netherlands

*Working with the Lebanese Army, Internal Security Forces, General Security, Lebanese Customs & Civil Defense*

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5.1.2e

Reeds beoordeeld in ID 1161566

5.1.2e

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**To:** [5.1.2e] [5.1.2e @icmpd.org]; [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] Mon 10/12/2020 3:05:59 PM  
**Subject:** [5.1.2e] UNIFIL  
**Received:** Mon 10/12/2020 3:06:01 PM

Dear both,

As just discussed, hereby the contact details of the UNIFIL [5.1.2e]

▽ [5.1.2e] @UN.ORG

▽Name: [5.1.2e]

Best wishes,

[5.1.2e]

Met vriendelijke groeten, yours sincerely,



[5.1.2e] [5.1.2e] MA  
[5.1.2e]

.....  
*Embassy of the Kingdom of the Netherlands*  
The Netherlands Tower 10th floor  
[5.1.2e] Avenue  
Achrafieh, Beirut  
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[5.1.2e]

.....  
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**To:** [redacted] [redacted] [redacted] [redacted] @minbuza.nl]  
**Cc:** [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] @icmpd.org]  
**From:** [redacted]  
[redacted] Mon 11/8/2021 10:50:54 AM  
**Subject:** Input for the NL IBM closing  
**Received:** Mon 11/8/2021 10:51:02 AM  
[NLClosingSpeech\\_AC2021.docx](#)  
[FinalOutputs 2019-2021.pdf](#)  
[Closing Eng Ara.pptx](#)

Dear [redacted]

I'm sad to hear that you won't be attending the project's closing event this week. However, I understand that you have many other obligations and hope we'll find an opportunity to meet up on any future trips to Lebanon.

Please find attached my speech and PowerPoint.

I have also attached the leaflet we will distribute summarising the outputs we achieved.

I do not have [redacted] Region for ICMPD) speech however it will probably be very general by nature with expected reference to how the project was an evolution of previous phases and the hopes that a new phase will begin soon.

Any questions I'm more than happy to answer.

Cheers

[redacted]  
[redacted]  
[redacted]

ICMPD Offices Malta & Lebanon  
Training Institute on Migration Capacity Partnership for the Mediterranean (MCP Med TI) &  
Netherlands Assistance to Lebanese Border Agencies (IBM)

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Thanks

Intro self

With me are [5.1.2e] [5.1.2e], [5.1.2e] and [5.1.2e], now [5.1.1] [5.1.2e]  
[5.1.2e] Together we made up the implementation team for the 4<sup>th</sup> phase of the *Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM)* project.

This has not been an easy time to implement a project.

The Covid-19 pandemic, social unrest and demonstrations, the devastating Beirut Port explosion, economic and currency collapse, and shortages of basic resources, have all severely affected our efforts – including arranging this closing.

However, I am reminded of a quote from Martin Luther King:

“The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.”

By all of us coming together - the team, our partners, donor and our ICMPD colleagues - we showed that we measure up very well indeed.

The project’s core objective was: **SLIDE 1 – AIM**

“To support the effective establishment of the LAF Land Border Regiments’ Training School, [5.1.2a] as an IBM border management training centre of excellence.”

We believe that has been achieved.

**SLIDE 2 – general data**

- The project was funded by **The Netherlands** with **€1.8 Million** for the 3 years of the project.
- It was initially planned to conduct **66** separate activities and outputs. In the end we implemented **over 150** – ranging from training, study visits, public lectures, equipment and refurbishments, publications, drafting of policies and manuals.
- **1,798 participants** were involved in these activities.
- Although the majority were LAF the project proactively included other agencies and stakeholders: **nearly a quarter** of those involved in our activities were not LAF and

included – ISF, GS, LCA & State Sec but also mainstream education and the general public

- We also pursued a range of **Private Public Partnerships** in order to achieve the best results we could that included KMar, Netherlands National Police, ICMPD projects (EC3 in Lebanon and Silk Routes in Iraq), BTAT, AUST, ISO Liban, Edulibano, KPMG Learning Academy and Lebanese Red Cross

Rather than try to fit everything onto slides and send you into a catatonic state we've produced a brochure detailing the actual activities conducted. That way you can choose when to go into a catatonic state yourselves.

It is difficult to select, however highlights included: **SLIDE 3 -Highlights**

- Supporting the CTS to become the 1<sup>st</sup> Lebanese security agency to obtain **ISO 2001:2018 certification**.
- **Procurement** that included: classroom renovations, including a state of the art distance learning and computer-based training suite; accommodation and ablution facilities for overnight guests; dedicated accommodation and facilities for female accommodation; an extensive solar power and water eating system; a water filtration plant; an integrated fire detection, alarm and fighting system; and onsite medical facilities.
- Developing the CTS' training library so that it now boasts over **28 migration-related training** sessions and courses
- **Exporting** Lebanese expertise to an international audience – most obviously shown by the Iraq training delivered by LAF
- **Integrating gender into activities both sensitively and practically** – 37% of courses included gender issues and 23% of all participants were female
- **205 internationally accredited academic or industry qualifications** were issued covering areas such as pedagogy, management and ICT **SLIDE 4 -Qualifications**

It is hoped that a new Netherlands Assistance project will commence shortly however with the end of this phase 5.1.2e and I all move onto posts at ICMPD's new **Training Institute on Migration Capacity Partnership for the Mediterranean**. We fervently hope both Lebanon and The Netherlands will be a party to that. Not only because it brings a new

opportunity to further professionalise migration education across the region but because it would also allow us to continue working with the people who have meant so much to us.

I will end with some thank you's and a wish. Thank you:

- The Netherlands;
- To our partners;
- To ICMPD – and especially to the Lebanon Office;
- To 5.1.2e and 5.1.2e particularly;
- And to the Lebanese agencies.

And my wish? That this terrible period in Lebanon's history passes soon and the true beauty of its people and culture be allowed to shine again.

I am not sure if it is a 'Crazy Love' but I do know this country has permanently etched itself on my heart.

Thank you.

# NETHERLANDS' /// ASSISTANCE TO LEBANESE BORDER AGENCIES

هولندا للوكالات دعم  
اللبنانية Closing Event  
الختامي الحفل  
12/11/21

Funded by The Netherlands



**ICMPD**

International Centre for  
Migration Policy Development

## العام الهدف Aim

To support the effective establishment of the LAF Land Border Regiments' Training School (CTS),  
5.1.2a as an IBM border management training centre of excellence

تدريب أفواج الحدود مدرسة تطوير دعم  
مركزاً لتصبح  
5.1.2a  
رائداً على المهارات المرتبطة تدريبياً  
المتكاملة للحدود بالإدارة

# Overview

- Netherlands-funded
- Jan 2019 – December 2021
- €1.8 Million
- 66 outputs planned – **over 150** achieved
- **1,798** participants
- LAF - ISF, GS, LCA, State Security, education, general public
- **Private Public Partnership**

- من هولندا بتمويل
- كانون - 2019 الثاني كانون 2021 الأول
- يورو مليون 1.8
- المخرجات المخطط لها عدد: المخرجات عدد - 66  
150 أكثر من: المنتجة
- مشاركاً 1,789
- قوى - اللبناني الجيش الداخلي، الأمن العام الامن إدارة الجمارك، اللبناني أمن الدولة، اللبنانية التعليم، الجمهور قطاع

## Highlights

- ISO 2001:2018
- Procurement - ¼ million €
- Training library - 28
- External training - Iraq
- Gender – 23% participants, 37% courses
- Accredited qualifications - 205
- شهادة ISO 2001: 2018
- مليون ¼ - الهبات يورو
- 28 - التدريب مكتبة
- - الخارجي التدريب العراق
- 23% - الاجتماعي النوع دورات 37% ، مشاركين



#	Course	التدريبية الدورة	Qualification المؤهلات العلمية
53	Train The Trainer Award	معتمدة تدريب مدرسين دورة	Lvl 4 EQF 6 ECTS
17	Communication & Presentation Skills Award	مهارات التواصل حول تدريبية معتمدة دورة العروض وتقديم	Lvl 3 EQF 5 ECTS
17	Leadership Skills Award	مهارات القيادة حول تدريبية معتمدة دورة	Lvl 3 EQF 5 ECTS
12		تطبيق Access	Lvl 4 EQF ICDL cert.
106 00031	<ul style="list-style-type: none"> <li>IT Security</li> <li>Presentation</li> <li>الآمن</li> <li>المعلوماتي</li> </ul>	<ul style="list-style-type: none"> <li>Spreadsheets</li> <li>Word Processing</li> <li>جداول</li> <li>البيانات</li> </ul>	<ul style="list-style-type: none"> <li>Computer Essentials</li> <li>Online Essentials</li> <li>أساسيات الحاسوب</li> <li>أساسيات</li> </ul> <p>Lvl 3 EQF ICDL cert. 1161885</p>

Funded by The Netherlands



5.1.2e

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### Monthly Report

Period of Report	From	1 May, 2021	To	31 May, 2021
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Beneficiaries	<ul style="list-style-type: none"> <li>- Lebanese Armed Forces (LAF)</li> <li>- Lebanese Internal Security Forces (ISF)</li> <li>- Lebanese Directorate General of the Security General (GS)</li> <li>- Lebanese Customs Administration (LCA)</li> <li>- Lebanese Directorate General for Civil Defence (LCD)</li> </ul>		
Project Titles	Netherlands Assistance to Lebanese Border Agencies Lebanon		
Start Date	1 January, 2019	Duration	36 months
End Date	31 December, 2021		
Outline/list of implemented activities			
<ul style="list-style-type: none"> <li>• 3-4/5: <i>ESS @ Rafic Hariri International Airport</i></li> <li>• 4-25/5: <i>EMS training (10 days) @ CTS</i></li> <li>• 5-6/5: <i>ESS @ Rafic Hariri International Airport</i></li> <li>• 10-11/5: <i>Fire-fighting training @ CTS</i></li> <li>• 17-21/5: <i>Train the Trainers Award (EQF accredited) @ online</i></li> <li>• 21/5: <i>IRQ Review Workshop @ BCC</i></li> <li>• 31/5-11/6: <i>Advanced Document Security (Doc A) @ CTS</i></li> </ul>			
Narrative/descriptive reporting			
<p>Despite the continuing difficulties, the project has completed several activities this month with overall progress well in advance of expectations.</p> <p>3-4/5 &amp; 5-6/5 Two deliveries of the newly created <i>Essential Security Skills (ESS)</i> course to a total of thirty (30) staff from the LAF's <i>Guarding and Defense of Rafic Hariri International Airport</i> battalion. Delivered by a four-person joint LAF (CTS) and State Security training team, these two, 2-day courses combine sessions on <i>Behavioral Analysis, Initial Interviewing</i> and <i>Search</i> that have been revised for direct relevance to the battalion's circumstances. This is yet another example of the value of the modular, reusable learning object (RLO) methodology that the project employs; allowing materials already developed to be repurposed for new audiences and needs with minimal amendments but sensitive recombination with other products. Created in partnership with the Action, the delivery of the course was devolved solely to the Lebanese trainers thus not only providing students with valuable knowledge and skills but also instructors with more classroom experience.</p>			



4-25/5 An *Emergency Medical Services (EMS)* course was delivered to the eight (8) members of the Training School's medical first-responders team. Conducted by the Lebanese Red Cross the training is a natural progression of related activities already conducted under the project. These have included ensuring the necessary policy and procedural frameworks are in place; donating both basic public-access first aid kits and specialist trauma equipment; and arranging basic 1<sup>st</sup> Aid training in 2019. The course, recognized in 2012 by the U.S National Association of Emergency Medical Technicians as a Pre-Hospital Trauma Life Support (PHTLS) chapter, provides an internationally accepted quality assurance as well as certification for the students. The resultant ability for staff, students and visitors to have immediate access to certified medical personnel will ensure the CTS is operating to the very highest industry standards, in line with the project's emphasis on excellence.

10-11/5 In cooperation with the Lebanese Civil Defense, a fire-fighting course was delivered to nine (9) members of the CTS's resident fire-fighting team. Providing a range of basic and complex fire-fighting techniques, training incorporated equipment previously donated by the NL project including high-grade fire protection suits. The course was also an opportunity for LCD trainers previously established by ICMPD's sister EU-funded project to demonstrate and hone their instructional skills; an example of functional inter-agency cooperation and collaboration.

17-21/5 The third of the series of EQF level 4 *Train the Trainer* courses was delivered to an interagency audience of ten (10). Participants were from LAF (4), ISF (2), GS (2) and State Security (2), with many already experienced trainers but lacking any formal recognition of that. The course was again very well received, with all participants successfully graduating. Combining not only essential instruction for instructors but also formal recognition of their learning, the training's value to all trainers in Lebanon was again reiterated by participants.

21/5 A workshop to review the recent (March-April) CTS training missions to Iraq was held. Hosted by the BCC, attendees included the  and representatives of the Directorate of Planning, Intelligence, International Cooperation and the CTS. Following a presentation of the two weeks' activities there and the feedback received, it was agreed it was a very promising basis for potential continuation, including under future possible Netherlands' funding. The broad elements of a proposed Concept Note for such a project that had been submitted to the Netherlands' embassy for consideration was discussed. More detailed discussions are due in June. LAF has asked to remain informed of any progress on this issue.

31/5 The long-awaited *Blended Doc A (Advanced Document Security)* course began delivery to ten (10) students from LAF (4), GS (3), ISF (2) and LCA (1). The result of lengthy and complex collaboration between ICMPD, LAF, the Royal Netherlands' Marechaussee (KMar), and IDcentre (as a Frontex Partnership Academy), the course not only combines in-person and virtual training but it is also the first time that such a course integrates Lebanese trainers into direct delivery. As such, this is a completely innovative and unique training experience that allows students' access to essential training that has been denied to them due to Covid restrictions for too long. Its value obviously



extends well beyond Lebanon providing a model that can be repeated by the Netherlands' partners in other suitable states. With Lebanon-based delivery located in the CTS' Distance Learning Suite, itself donated under the project, this activity represents a significant and completely innovative step forward in training in this field.

The task-based TNA workshop for the Land Border Regiments is progressing, with CTS continuing to extrapolate the pertinent knowledge, skills and attitudes required to competently conduct the tasks earlier identified in the process. These will lead to the clarification of training gaps and needs after which practical and evidence-based solutions can be proposed.

The potential for cooperation between the project and the US Defense Threat Reduction Agency (DTRA) is being explored, triggered by the success of the Iraq training.

Regarding procurement:

- The CTS' solar and water heating system by Phoenix Energy is now fully installed and tested. Official handover will take place during the June visibility event at the CTS.
- Works on the CTS refurbishment of the women's accommodation and the erection of dividing walls is continuing.
- The refurbishment of the CTS' entrance will take place. The works will provide shelter from the elements as well as improving the aesthetic appeal of the façade.
- As the project's final procurement activity, the provision of several tablets for use in training is being considered.

**Difficulties encountered**

5.1.2a

**Issues pertaining to ICMPD programme support (of direct relevance to the project)**

**Planned activities**

- 31/5-11/6: *Advanced Document Security (Doc A)* @ CTS
- 14-15/6: *ESS* @ Rafic Hariri International Airport
- 16-17/6: *ESS* @Rafic Hariri International Airport
- 14-18/6: *Interagency Train the Trainers Award* (EQF accredited) course @ online
- 22/6: *Visibility event* @ CTS
- 28/6-2/7: *Interagency Train the Trainers Award* Award (EQF accredited) @ online

**To:** 5.1.2e 5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e 5.1.2e @minbuza.nl]  
**Cc:** 5.1.2e 5.1.2e @icmpd.org]  
**From:** 5.1.2e  
5.1.2e Mon 9/28/2020 8:48:14 AM  
**Subject:** New regional project  
**Received:** Mon 9/28/2020 8:48:18 AM  
200923 ICMPD MCP-Med Short-Concept.pdf

Dear both,  
This is to inform you of a new ICMPD project being proposed for the Mediterranean region which you may be interested in. It is very much a product of our experiences in Lebanon with the Netherlands' IBM project and The Netherlands has already been officially contacted via H.E. Minister Stef Blok.  
Other potential donors already in discussions include Denmark, Germany, Greece, Hungary, Portugal, Slovenia, Sweden and Switzerland.

In summary, the proposal is to establish a fully sustainable formal, Vocational Education & Training institute in Malta that would offer bespoke, EU-certified, qualification-carrying training for migration actors in partner countries (currently proposed as Lebanon, Jordan, Tunisia and Morocco) using face-to-face training either in Malta or in the individual country (using a network of certified trainers), or through an online Virtual Learning Environment.

Below is the official text:  
*In the spirit of developing new Migration Partnerships, the lessons-learnt over recent years call for re-thinking capacity development. In view of Euro-Mediterranean migration cooperation, mutual expectations between cooperating parties require a new approach and a joint commitment towards Capacity Partnerships.*

*That is why, the Republic of Malta and ICMPD are launching an initiative aiming to establish a permanent and accredited vocational migration training centre for the Mediterranean region.*  
*The Training Centre on Migration Capacity Partnership for the Mediterranean (MCP Med) will provide quality assured learning experiences resulting in recognised qualifications and awards for participants. It will seek to provide a full range of tailored learning and coaching products and solutions to migration actors, ranging from technical front-line governmental and NGO staff, to decision makers and thought leaders. It will also create a space for peer learning, mentoring, and fostering trust-based partnerships among migration actors. Formally recognised as an official training provider and located in Malta, all courses will be aligned to European vocational education standards and qualification frameworks (such as EQF and MQF).*

Joint letters from 5.1.2a 5.1.2a inviting respective countries to partner in this initiative, were dispatched via the Maltese diplomatic and consular missions.

Attached is the Concept Note for more details.  
If you have any questions I'd be very happy to discuss.

Thanks  
5.1.2e  
5.1.2e  
Netherlands Assistance to Lebanese Border Agencies (IBM)  
5.1.2e

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## CONCEPT NOTE:

### **Training Centre on Migration Capacity Partnership for the Mediterranean (MCP Med)**

#### **Summary:**

The proposed action aims to establish a permanent and accredited **vocational migration training centre for the Mediterranean** region.

**The Training Centre on Migration Capacity Partnership for the Mediterranean (MCP Med)** will provide quality assured learning experiences resulting in recognised qualifications and awards for participants. It will seek to provide a full range of tailored learning and coaching products and solutions to migration actors, ranging from technical front-line governmental and NGO staff, to decision makers and thought leaders. It will also create a space for peer learning, mentoring, and fostering trust-based partnerships among migration actors. Formally recognised as an official training provider and located in Malta, all **courses** will be aligned to **European vocational education standards and qualification frameworks (such as EQF and MQF)**.

The proposal aligns to the EU policy on Vocational Education and Training (VET), and in particular the current context and reality as set out in the 1 July 2020 *Commission Communication on a European Skills Agenda for sustainable competitiveness, social fairness and resilience*.

#### **Rationale:**

##### ***Professionalisation of migration management***

Reflecting the importance of migration governance in the political agenda, and in terms of bilateral and multi-lateral cooperation, the sector is engaged in **consistent professionalisation of migration management**. This reality is illustrated not only by an increasing number of Higher Education programmes dedicated to the various aspects of migration, but also ever higher expectations for required **skills and qualifications of migration professionals** at all levels.

##### ***Standardisation and modernisation***

Whereas significant efforts have been invested at higher academic levels, the migration governance sector has not fully capitalised on advancements and reforms in Vocational Education and Training (VET). A whole-of-governance approach solicits functionally linking modern EU VET policies and approaches with effective external assistance capacity-development – in real terms, increasing access to quality educational opportunities that will directly improve the application and sustainability of professional migration governance. The impact of green and digital transformation on migration governance needs to be considered in any medium to long-term strategy of skills enhancement in the sector.

### ***The Mediterranean at the centre of migration cooperation***

Over the last twenty years, the Mediterranean exemplified most migration cooperation related challenges in all their aspects. As a result, the migration dynamics within the region have brought the European Southern Neighbourhood and the **Mediterranean at the centre of migration cooperation**. The Mediterranean represents a **strategically crucial region** within which the success of the European approach to migration governance and cooperation with countries along the migration routes will be particularly measured.

### ***From capacity building to capacity development***

Across the Southern Mediterranean, countries have in recent years invested in and benefited from a consistent improvement in migration competences, experience and specialisation. As a result, the paradigm of cooperation is evolving between European countries and Southern Partner Countries, illustrated by a terminological **shift from capacity building to capacity development**<sup>1</sup>, which occurred over the last years. Through time, prioritising migration, Southern Partner Countries have particularly invested in strengthening their own migration governance and related cooperation engagement, particularly with Europe.

### ***Towards capacity partnership***

In this context, the multiplication of cooperation frameworks, programmes and projects on migration between Europe and its Southern Neighbours, combined with a parallel and mutual prioritisation of migration governance, and subsequent reinforcement of capacities, not only renders the concept of capacity building obsolete, but also calls for **re-thinking capacity development**. This prioritisation led most Southern Partner Countries to sharpen their competences, further assert their specific cultural, institutional and operational characteristics, and define their own standards.

In view of Euro-Mediterranean migration cooperation, **mutual expectations between cooperating parties require a new approach** to ensure self-assessment capacities, better matching between training needs and offers, greater ownership over the curricula notably from Southern Partner Countries, and increasing **joint commitment towards Capacity Partnership**.

The foundations of this new approach towards capacity partnership must be based on equal grounds where all parties **jointly develop, design and deliver training curricula** and activities providing full ownership, significantly higher benefits and longer lasting impact. In addition, standardisation and certification of capacity partnership training offers in the region will provide for greater coherence, consistency and positive multiplier effects among all involved in this regional context.

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<sup>1</sup> While 'capacity-building' suggests building something new from the ground up, according to a pre-imposed design, 'capacity development' is believed to better express an approach that builds on existing skills and knowledge, driving a dynamic and flexible process of change, borne by local actors. [https://www.europarl.europa.eu/thinktank/en/document.html?reference=EPRS\\_BRI\(2017\)599411#:~:text=W%20'capacity%2Dbuilding'%20suggests,change%2C%20borne%20by%20local%20actors](https://www.europarl.europa.eu/thinktank/en/document.html?reference=EPRS_BRI(2017)599411#:~:text=W%20'capacity%2Dbuilding'%20suggests,change%2C%20borne%20by%20local%20actors).

## **MCP Med Operational Considerations:**

### ***Governance and engagement***

**Governed by a Governing Board of Participating States** (European and Southern Partner Countries) and located in Malta, the MCP Med will focus on vocational training (primarily at EQF levels 1-4), offering relevant knowledge, skills and attitudes to those functioning in this specialist industry to improve their professional performance and career progression by ensuring they receive up-to-date and quality assured learning. The Centre's approach will be fully participatory with its Governing Board supplemented by additional mechanisms to ensure that partners remain included at all levels, retaining direct influence on what training is pursued and how it is developed.

In order to ensure efficient and effective start-up, Governing Board membership will initially be limited to a select number of committed states. An engagement strategy for South Partner Countries will be developed during the project development phase to ensure ownership of the process. **The pre-identified states proposed for initial engagement are Tunisia, Morocco, Lebanon and Jordan.**

These countries have been selected on the basis of the assumed readability to engage in capacity development, potential for alignment to existing training initiatives and feasibility for adaptability and sustainability in the proposed approach of the MCP Med.

### ***Structure and implementation***

The creation of **accredited training material** will be the MCP Med's core role. Access to training products will be arranged via the Centre's establishment of its own **physical and virtual spaces**, complemented by the introduction of a **network of MCP Med-certified trainers** primarily from, and based in, the partner states.

The MCP Med will become established as an essential **regional Vocational Education and Training resource** functioning as a producer, repository and disseminator of high-quality, bespoke learning objects. A three-stage implementation process allowing for effective establishment, consolidation and transition into a self-financing strategy is hereby proposed. Through developing certified curricula and provision of training to migration professionals in the Mediterranean region, MCP will increase the consistency, coherence and quality of migration training, reducing the running costs and increasing efficiency of this sector.

An estimated duration of **36 months** and tentative budget of **EUR 3-5 Million** (depending on thematic and geographic scope) is foreseen.

Through cooperation and coordination MCP Med will function as a regional hub for training promoting a communal, collaborative approach through dialogue, exchanges, placements and joint initiatives. This will in turn help create an enabling environment for migration policy through professionalisation of the sector and strengthening institutions' abilities to perform mandated activities and fulfil institutional missions to participate in policy-making.

**To:** 5.1.2e <5.1.2e@minbuza.nl>  
**Cc:** 5.1.2e <5.1.2e@minbuza.nl>  
**From:** 5.1.2e  
**5.1.2e** Wed 5/12/2021 8:37:40 AM  
**Subject:** RE: Discussion future cooperation  
**Received:** Wed 5/12/2021 8:37:43 AM

Hi 5.1.2e

Either date is fine with me. I'll be in Lebanon for all of June.

Dare we meet in person? I'll be vaccinated so available for hugs! ☺

I'll have a think about the port security aspect. As you know the rejuvenation of the port is generating a huge interest and the situation is 5.1.2a

The ICMPD EU project has some involvement in this so I'll discuss and have some ideas ready for the meeting.

Cheers

5.1.2e

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

**Sent:** 12 May 2021 09:16

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

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

**Subject:** Discussion future cooperation

Hi 5.1.2e,

Hope all is well over there and with the ICMPD-team.

Me and 5.1.2e just talked ahead of his scheduled leave starting tomorrow and we thought it would be good to already plan a meeting to (hopefully in person) discuss possible options for further cooperation between the embassy and ICMPD from 2022 onwards.

We briefly touched upon this in our last online meeting, where we already mentioned that although the regional/Iraq component is very interesting, 5.1.2a

5.1.2a Some thought from our side are an extension that combines continued support to the training school, a regional element and perhaps a focus on port security. The latter has come up within discussions at the embassy and colleagues at HQ: as there is of course a lot of fuzz on rebuilding of the port and the Netherlands will hopefully play a role in setting up a future masterplan/governance structure for the ports of Lebanon, this would be a natural fit. Of course, this is just a starting point of the discussion from our side, but we would be happy to discuss it further with you after 5.1.2e is back in the country.

Would perhaps the afternoon of June 16<sup>th</sup> or June 18<sup>th</sup> be an option for you?

Best regards,

5.1.2e



5.1.2e  
5.1.2e  
Embassy of The Kingdom of The Netherlands  
The Netherlands Tower 10th floor  
5.1.2e Avenue  
5.1.2e | Beirut | Lebanon  
M: 5.1.2e  
5.1.2e@minbuza.nl

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**To:** [redacted]@icmpd-lebanon.org [redacted]@icmpd-lebanon.org  
**Cc:** [redacted]@minbuza.nl; [redacted]@minbuza.nl; [redacted]@minbuza.nl; [redacted]@minbuza.nl  
**From:** [redacted]  
**Sent:** Wed 5/26/2021 1:53:05 PM  
**Subject:** 4000001979\_ICMPD\_2020\_Progress report\_Approval  
**Received:** Wed 5/26/2021 1:53:06 PM  
4000001979\_ICMPD\_2020\_Progress report\_Approval.pdf

Dear Sir,

Please find enclosed a letter approving the 2020 progress reports.

With kind regards,

Ministry of Foreign Affairs of the Netherlands  
Quality and Advisory division  
Stabilisation and Humanitarian Aid Department  
Email: [redacted]@minbuza.nl



International Center for Migration Policy Development (ICMPD)

5.1.2e 5.1.2e

Gonzagagasse 1, 5<sup>th</sup> floor  
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5.1.2e @icmpd-lebanon.org

**Stabilisation and Humanitarian  
Aid Department**

Stabilisation and Security Division

Postbus 20061  
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The Netherlands  
<http://www.government.nl>

**Contact**

5.1.2e

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5.1.2e@minbuza.nl

Date 26 May 2021

Re 2020 Progress report - ICMPD - Netherlands Assistance to Integrated Border  
Management (IBM) Phase 4; Project No. 4000001979 - 6003764

Dear 5.1.2e

**Our reference**

DSH-4000001979

I am pleased to inform you that I have received, assessed and approved the narrative and financial progress report covering the period until 31 December 2020.

I kindly request you to include the total received contribution of the Ministry in your final report.

Yours sincerely,  
For the Minister of Foreign Affairs,

5.1.2e

Stabilisation and Humanitarian Aid Department

**To:** 5.1.2e [redacted] 5.1.2e [redacted] @minbuza.nl]; 5.1.2e [redacted] 5.1.2e [redacted] 5.1.2e [redacted] @minbuza.nl]  
**Cc:** 5.1.2e [redacted] 5.1.2i [redacted] @minbuza.nl]; 5.1.2e [redacted] 5.1.2e [redacted] @icmpd.org]; 5.1.2e [redacted] 5.1.2e [redacted] @icmpd.org]  
**From:** 5.1.2e [redacted]  
**Subject:** Briefing on ICMPD project progress -15/9/20  
**Received:** Mon 9/14/2020 5:49:17 PM  
**NL Briefing ActivityProgress 9 2020.docx**

Dear both,

Prior to our update meeting here is a summary of where we are:

First of all, condolences once more on behalf of us all.

For a detailed review, attached is comprehensive data on the activities conducted, in process and also planned.

5.1.2a [redacted]  
5.1.2a [redacted] However the project has implemented revised ways of working and priorities that have seen our execution rate match expectations (currently 64% of activities completed after 58% of the project's duration).

In summary recent/ongoing activities are focused on the following:

**Infrastructure/equipment**

- Over 200,000 EUR already spent/committed. 5.1.2e [redacted] and 5.1.2e [redacted] have photos as necessary.
  - Environmental
    - Solar energy. Completed installation on track by end 2020.
    - Water filtration. Finally bringing access to potable water onsite for CTC. In process due for completion shortly.
  - Health and Safety
    - Fire warning, fighting and evacuation. A complete, centralised fire detection and alarm system with evacuation signage supplemented by fire fighting.
    - Emergency medical kits (incl. defibrillator) to supplement previously-donated basic kits and training. Advanced training is planned for 2021.
    - Safe storage of onsite diesel enabled through construction of specialist tanks
    - 5.1.2a [redacted]
    - Covid-19. 5,000 medical face masks donated.
  - Learning capacities
    - Distance Learning Suite. A multi-purpose (computer-based, virtual or lecture) facility. Will be the basis for an LBR-virtual learning environment. Maximising the internet access/signal will be now explored. We have a rather cool video on this if you would like to see.
- 5.1.2a [redacted]
- Planned
    - Following confirmation by CTC that this is its priority, the remaining funds are currently planned to support the construction of a separate toilet/shower block for female personnel
    - The project is coordinating with the ICMPD EC3 project to provide CTC with a standalone version of LAF's new ERP or alternatively a commercial substitute

**CTC professionalization**

- ISO 21001:2018 (Educational Organisation Management Systems) certification for CTC is finalised. 5.1.2a [redacted]
- 5.1.2a [redacted]
- Training material developed under the project is being submitted to LAF for official recognition. Approved courseware will also be procured
  - Certification of trainers will be enhanced by the planned 2021 provision of course resulting in an EU-recognised award qualification.
  - 'English language for trainers' courses are planned to begin to be delivered within Q4 2020
  - All CTC staff are receiving more and more training focussed on wider professional development including in ICT (ICDL), Policy development (ISO) and procurement procedures (ICMPD).
  - The CTC's Border Management training library has nearly doubled in size (from 5.1.2a [redacted] lessons available) with 4 more currently being finalised. New training covers a range of subjects such as 5.1.2a [redacted]
- 5.1.2a [redacted]

**Inter-agency & International cooperation**

- Over 20% of all activity participants are non-LAF
- The use of multi-agency training teams continues to be prioritised (example, the new document security courses for October will be delivered by a joint LAF, ISF, GS, LCA, ICMPD team)

- Coordination with the soon-to-begin NL-funded project in Jordan is planned to include the deployment of Lebanese document security training teams to Jordan, CTC's hosting of a regional conference and joint development of training packages

## Communication

- Relations with [redacted] have massively improved from the beginning of the year. Regular meetings now occur in addition to a return to informal discussions

## Cheers

[redacted] 5.1.2e

[redacted] 5.1.2e

Netherlands Assistance to Lebanese Border Agencies (IBM)

[redacted] 5.1.2a

E: [redacted] 5.1.2e @icmpd.org

International Centre for Migration Policy Development (ICMPD)

Patriarch Hobeich Street, Al Mughrabi Building

Beirut / Lebanon

[www.icmpd.org](http://www.icmpd.org)

Connect with us on



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## Activity progress

### Direct Activities

**2019**

Dates	Activity	Delivery	Participants	Location	Status
28-30/1	Impostors & Documents (ID)	PM, PO, PA	5.1.2a	CTC	Completed
4-6/2	ID course	PO		CTC	Completed
18-20/2	ID course	PM, PO, PA + 4 LAF (CTC)		LAF, Saida	Completed
27/2	Public Lecture – realities of IGO working	PO, PA		NDU	Completed
7/3	Visibility/Communications Policy Wksp	PO, PA		CTC	Completed
12-13/3	Institutional Development Strategy Wksp	PM, PO, PA		CTC	Completed
18-21/3	NL Assessment Mission	KMar, PM, PO, PA		Various	Completed
26-28/3	ID course	PM, PO, PA		ICMPD, Beirut	Completed
4/4	Code of Conduct Wksp	PM, PA		CTC	Completed
12/4	Gender Policy Wksp	PM, PO (& BTAT)		CTC	Completed
23/4	1 <sup>st</sup> Aid Training - monitoring	PM, PA		CTC	Completed
6/5	Doc Sec Taster	PO		Mil Aca Beirut	Completed
13-24/5	Advanced ToT: Professional Pedagogy	PM, PO, PA		ICMPD, Beirut	Completed
29/5	Public Lecture – realities of IGO working	PO, PA		AUST	Completed
30/5	Monitored Prof F: Code of Conduct	PM, PA		CTC	Completed
11-15/6	Study Visit: Border Education	PO		Netherlands	Completed
28/6	Wksp: Study Visit Findings	PM, PO, PA		ICMPD, Beirut	Completed
9/7	Monitored Prof F: Code of Conduct	PM, PA		CTC	Completed
29/7	E-Doc refresher	2 x KMar		ICMPD, Beirut	Completed
30-31/7	Advanced Imposters	2 x KMar		CERSA, Beirut	Completed
23-28/9	E-Doc	IDcentre + PO		Netherlands	Completed
2/10	CTC Gender Policy course - Pilot	CTC		CTC	Completed
2/10	THB F course - Pilot	NL team		CTC	Completed
8-10/10	Monitored ID course to UNIFIL	NL team + 3 CTC		UNIFIL	Completed
15-17/10	Border Investigations:1st Responders • Crim F • Res F • Int F • THB F • Search Persons • Search Vehicles • Practical Exercise	+ 1 KMar, 2 Police PM PM PM PA CTC CTC CTC		5.1.2a	CTC
17/10	3 x Prof F: Code of Conduct	CTC	CTC		Completed
17/10	3 x CTC Gender Policy	CTC	CTC		Completed
21-26/10	Study Visit: Border Investigations	PA	Netherlands		Completed
6/12	CTC Open day	PM, PO, PA	117 students + teachers	CTC	Completed
10-12/12	Border Investigations:1st Responders • Crim F • Res F • Int F • THB F • Search Persons • Search Vehicles • Practical Exercise	+ 2 KMar, 1 Police PM PM PM PA CTC CTC CTC	5.1.2a	CTC	Completed
				CTC	

12/12	3 x Prof F: Code of Conduct	CTC	5.1.2a	CTC	Completed
12/12	3 x CTC Gender Policy	CTC		CTC	Completed
<b>2019 Sub-Total (1)</b>	<b>40 Activities</b>	<b>64 Activity Days</b>	<b>953 participants (incl. 179 female)</b> (723 LAF, 26 ISF, 23 GS, 10 LCA, 117 Local Schools, 40 Universities, 14 UNIFIL)		

## 2020

Dates	Activity	Delivery	Participants	Location	Status
14/10/19 –28/8 20	Word Processing (18 hrs)	AUST		Zahle/CTC	Completed
	Presentation (12 hrs)				Completed
	Spreadsheets (12 hrs)				Completed
	Computer Essentials (12 hrs)				Completed
	Online Essentials (6 hrs)				Completed
11-13/2	Impostors & Documents (ID)	PO		ICMPD, Beirut	Completed
25-27/2	Border Investigations:1st Responders	Crim F	NL team + CTC	CTC	Completed
		Res F			
		Int F			
		THB F			
		Search Persons			
		Search Vehicles			
7/4	Principles of ISO 21001:2018 (Educational Organisation Management Systems) training	ISO Liban		Online	Completed
14/4	Training Needs Analysis for CTC Staff workshop	NL team + CTC		Online	Completed
8/5	ICMPD Procurement procedures workshop	NL team		Online	Completed
11/5	Public Lecture – realities of IGO working	PO, PA		Online	Completed
14/5	Principles of ISO 45001: 2018 (Occupational Health & Safety)	ISO Liban		Online	Completed
21/5	Principles of ISO 26000: 2010 (Social Responsibility)	ISO Liban		Online	Completed
28/5	Principles of ISO 14001: 2015 (Environmental Management Systems)	ISO Liban		Online	Completed
17/6	Principles of ISO 50001: 2018 (Energy Management Systems)	ISO Liban		Online	Completed
24/6	Policy Drafting Skills	ISO Liban	5.1.2a	Online	Completed
1/7-Q4	CTC - ISO 21001 audit and certification	ISO Liban		Online/CTC	Ongoing
9/7	ToT: Transnational Organised Crime (Wksp 1)	NL team	5.1.2e	Online	Completed
23/7	ToT: Transnational Organised Crime (Wksp 2)	NL team	5.1.2e	Online	Completed
15-17/9	ICDL: IT Security (3 days)	AUST		CTC	Authorised
22-24/9	ICDL: IT Security (3 days)	AUST		CTC	Authorised
29/9	Military ID examination (MIC F) workshop	PO		Online	Authorised
12-15/10	Impostors & Documents (ID) 4 day course	PO		Airport, Beirut	Authorised
26-29/10	Impostors & Documents (ID) 4 day course	PO		Airport, Beirut	Authorised
Q4 (Nov)	ICDL: Access (5 days)	AUST		CTC	Authorised
2-6/11	ToT: IBM Workshop	NL team		CTC	Planned
	Behavioural Analysis (BA F) Pilot	State Sec		CTC	Planned
	THB F	PA		CTC	Planned
	TOC F Pilot	NL team		CTC	Planned
	Training Needs Analysis for border staff workshop	NL team		CTC	Planned
Q4	English language for border management trainers	EduLibano		Online	Planned

<b>2020 Sub-Total (2)</b>	<b>18 Activities</b>	<b>27 Activity Days</b>	<b>296 participants (incl. 110 female)</b> (258 LAF, 11 ISF, 14 GS, 2 LCA, 4 LCD, 7 Universities)
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<b>Total (2019-2020)</b>	<b>58 Activities</b>	<b>91 Activity Days</b>	<b>1,249 participants (incl. 289 female)</b> (981 LAF, 37 ISF, 37 GS, 12 LCA, 4 LCD, 117 Local Schools, 47 Universities, 14 UNIFIL)
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**2021**

Dates	Activity	Delivery	Participants	Location	Status
Q1	Border Investigations:1st Responders	Crim F	5513e	CTC/Online	Planned
		Res F			
		Int F			
		BA F			
		TOC F			
		THB F			
Q1	BI Training Review Workshop	NL team + CTC		CTC/Online	Planned
Q1	ESS	NL team + CTC		?	Planned
Q1	ESS	NL team + CTC		?	Planned
Q1	ESS	NL team + CTC		?	Planned
Q1	ESS	NL team + CTC		?	Planned
Q1	Trainer of Trainers Award (EQF accredited)	Accredited Provider		Malta	Planned
Q1	Study Visit – State-academic-commercial educational partnerships	NL team		Malta	Planned
Q1	Study Visit Review Workshop			Beirut	Planned
Q1	Advanced Interview Techniques (Int A)	2 x STE		Beirut	Planned
Q1	Drafting/sourcing of courseware	?		?	Planned
Q2	Advanced Interview Techniques (Int A)	2 x STE		Beirut	Planned
Q2	Advanced Trafficking in Human Beings (THB A)	KMar		Beirut	Planned
Q2	Advanced Document Security (Doc A)	STE/CTC		CTC	Planned
Q2	Trainer of Trainers Award (EQF accredited)	Accredited Provider		Malta	Planned
Q2	ESS	NL team + CTC		?	Planned
Q2	ESS	NL team + CTC		?	Planned
Q3	Advanced Trafficking in Human Beings (THB A)	KMar		Beirut	Planned
Q3	Fire-fighting training	STE		CTC	Planned
Q3	1 <sup>st</sup> Aid	STE		CTC	Planned
Q3	Jordan ID Courses (2 for 1 week) + Representational visit	1 + 4 trainers/ reps (GS, ISF, LAF)		?	Planned
Q3	Regional Conference @ CTC			CTC	Planned
Q4	Closing conference			Beirut	Planned
<b>2021 Sub-Total (3)</b>	<b>Activities</b>	<b>Activity Days</b>			

<b>Total</b>			
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### Other – Indirect Activities

<b>2019-2021 COLLATED 'OTHER'</b>		
<b>CTC Documents</b>	CTC TNA (staff)	Completed
	CTC Visibility Strategy	Completed
	CTC Institutional Development Strategy	Completed
	CTC Gender Policy	Completed
	CTC Health & Safety Policy	Completed
	CTC Environmental Strategy	Completed
	CTC Social Responsibility Policy	Completed
<b>Training Material</b>	<i>Prof F: Code of Conduct</i> Lesson Plans and Teaching Aids (English and Arabic)	Completed
	<i>Search of Persons and Possessions</i> Lesson Plans and Teaching Aids (English and Arabic)	Completed
	<i>Search of Vehicles</i> Lesson Plans and Teaching Aids (English and Arabic)	Completed
	<i>CTC Gender Policy Awareness</i> Lesson Plans (English and Arabic)	Completed
	<i>THB F: Foundation THB Investigations</i> Lesson Plans and Teaching Aids (English and Arabic) (5 wds)	Completed
	<i>Res F: Foundation 1<sup>st</sup> Responders</i> Lesson Plans and Teaching Aids (English and Arabic) (5 wds)	Completed
	<i>Crim F: Foundation Criminal Investigations</i> Lesson Plans and Teaching Aids (English and Arabic) (5 wds)	Completed
	<i>Int F: Foundation Interview Techniques</i> Lesson Plans and Teaching Aids (English and Arabic) (5 wds)	Completed
	<i>Border Investigations: Practical Exercise</i> Lesson Plans and Teaching Aids (English and Arabic) (5 wds)	Completed
	<i>IBM F: Foundation IBM</i> Lesson Plans and Teaching Aids (English and Arabic) (5 wds)	Completed
	<i>MIC F: Military ID Cards</i> Lesson Plans and Teaching Aids (English and Arabic versions) (5 wds)	Completed
	<i>BA F: Foundation Behavioural Analysis</i> Lesson Plans and Teaching Aids (English and Arabic versions) (5 wds)	Completed
<i>ToC F: Foundation Transnational Organised Crime</i> Lesson Plans and Teaching Aids (English and Arabic) (5 wds)	Ongoing	
<i>SoGF: Foundation Smuggling of Goods</i> Lesson Plans and Teaching Aids (English and Arabic versions) (5 wds)	Planned	
<b>Procurement - Equipment</b>	7 x Medical kits (4 static & 3 mobile) to CTC	Completed
	6 x Recycling sorting bin sets (4 internal & 2 external) to CTC	Completed
	30 x High-Vis Training Tabards to CTC	Completed
	7 x Bicycles (with paniers, water bottles, stands & covers plus bike racks) to CTC	Completed
	5 x Water run-off barrels and collection system to CTC	Completed
	1,000 x CTC information leaflets (500 Arabic, 500 English)	Completed
	Topographic/terrain border model (maquette) for CTC	Completed
	Solar Electricity and Water Heating System for CTC	Ongoing
	CTC Medical response equipment	Completed
	10 x 2-way Radios to CTC	Completed
	Materials for construction of diesel storage	Completed
	5,000 protective face masks for CTC	Completed
	200 Reusable, logoed water bottles to CTC	Completed
	9 x 2nd-line EdisonTD licences	Ongoing
	CTC Fire detection, alarm, evacuation and fighting equipment	Ongoing
	Distance Learning/ Computer-based Training suite	Ongoing
	CTC Potable water filtration system	Ongoing
	BCC refurbishment	Ongoing
	Internet amplification/protection for CTC	Planned
	Females toilet/ablution facilities for CTC	Planned
<b>Total</b>	<b>31 Activities</b>	<b>45 Activity Days</b>

### Complete Totals

<b>Complete Totals (2019-2020; Direct &amp; Other)</b>	<b>89 Activities</b>	<b>136 Activity Days</b>	<b>1,249 participants (incl. 289 female)</b> (981 LAF, 37 ISF, 37 GS, 12 LCA, 4 LCD, 117 Local Schools, 47 Universities, 14 UNIFIL)
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To: 5.1.2e <5.1.2e@icmpd.org>; 5.1.2e <5.1.2e@icmpd.org>  
Cc: 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@minbuza.nl>  
From: 5.1.2e <5.1.2e@minbuza.nl>  
Date: Tue 8/24/2021 2:12:56 PM  
Subject: RE: New draft of NL5 DoA and logframe  
Received: Tue 8/24/2021 2:12:57 PM

Hey 5.1.2e,

Thanks for response. Time for a face to face meeting to be able to finalize the document soon. Would it be possible to meet each other on Monday 30 August at Spark Tower, somewhere between 1400 and 1800 hours? (I guess a 1 hour meeting will do)

Please let us know.

Best regards, also on behalf of 5.1.2e

5.1.2e

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

Sent: maandag 23 augustus 2021 17:32

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

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

Subject: RE: New draft of NL5 DoA and logframe

Dear 5.1.2e

Thank you for your feedback.

I have amended the text with specific responses to your points below:

- (Page 2) Initially partnering with... Shouldn't this be: Currently partnering with... At least I assume that the initial focus of the Action was just LBN - later expanded to regional training. Given that the document lays out will occur and that the regional element is key to that but we cannot be 100% certain which other countries will specifically I thought it was agreed to mention these but allow for the flexibility of changing/adding etc. Hence the 'initial'. I have changed the wording to try to make this clearer however.
- (Page 2) Specific objectives: education practices and capacities. What is meant by practices? In DoAs and reporting its used to refer to what is actually done - as opposed to simply having policies/instructions, 'practices' refers to the actual tasks done. You want to change this?
- (Page 2) Enhance security of maritime ports. May it's better to continue mentioning *border management capacity* (security is so much more ). My concern is that 'capacity' implies increased handling/processing ability to all aspects of border management – the project will not do that. Additionally 'capacity' is even wider than 'security' in international development terms as it includes security within that. I also thought it was agreed to clarify/limit the focus of the project on security to avoid confusion and fears of overlap with the other 'capacity development projects going on at the port(s).
- (Page 2) The order of specific objectives: 1, 2, 3, 4, 5, 6 change into 1, 2, 3, 5, 4, 6. Changed as instructed (and also on page 5).
- (Page 2) To foster regional and inter-agency... change into To foster inter-agency and regional... (*Lebanon first*). Changed as instructed (and also on page 5).
- (Page 4) The development of national and neighboring states' border capacities. May be I take this too literally but Iraq and Jordan are not neighboring countries. Therefore: regional countries. Changed as instructed.
- (Page 4 etc.) My intent is to deliver MoFA a document that is easy to read and clear in its goals (objectives and intended results) and needs (budget). I still find the document hard to read. First there is an overall objective. Clear. Followed by specific objectives. Clear. Followed by three interlinked components. Now it starts becoming misty. Followed by activities (using letters to summarize), outputs (using letters to summarize) and results (using bullets to summarize). Now, also because first all activities are mentioned and only then all outputs and only then all results, it becomes an 8-pages puzzle for the reader. The document must be easy accessible and clear, for the document to sell itself without the need for explanation or puzzling. A step in that direction could be mentioning the objectives or components one by one including associated actions, outputs and results. Keeping it structured and simple will help to interest MoFA for phase 5 (knowing there are dozens and dozens of other project proposals). Changed as instructed.
- (Page 9) Apparently we have to catch up something we didn't do in 2020: the THB A courses (Airport!). So in addition to *land* (and now *maritime*) apparently *airport* border management had already been considered. In line with this I thought it might be a good idea to start the document with a short summary of phase 1, 2, 3 and 4. This makes this document a self-supporting document (also useful for people new on the job;-). The THB A courses are at land borders. Re the introduction, I had removed my summary from the previous version as you said the focus should be on the future not the past. I am not really sure now what you have in mind especially to keep to the shortness that you wanted. Perhaps you could give me some more detail?

Again, my suggestions are only meant to be constructive hoping to make it an even better document together.

Last but not least, when to you think to be in town again so we can discuss the document face to face. I am in Beirut now.

Beyond the above, do you have any feedback regarding specific activities, targeting, indicators etc. prior to a meeting?

Note that I will be in Lebanon for this week and Monday next week prior to going to Malta for one week. I will then be in Malta for a short period before finalizing my physical move.

00042

1161544

Cheers

5.1.2e

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

Sent: 23 August 2021 16:06

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

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

Subject: FW: New draft of NL5 DoA and logframe

5.1.2e,

I went through the document till page 12. For sure we will have (VTC) meeting soon. Prior to that, I would like to share the following suggestions with you:

-(Page 2) Initially partnering with... Shouldn't this be: Currently partnering with... At least I assume that the initial focus of the Action was just LBN - later expanded to regional training.

-(Page 2) Specific objectives: education practices and capacities. What is meant by practices?

-(Page 2) Enhance security of maritime ports. May it's better to continue mentioning *border management capacity* (security is so much more ).

-(Page 2) The order of specific objectives: 1, 2, 3, 4, 5, 6 change into 1, 2, 3, 5, 4, 6.

-(Page 2) To foster regional and inter-agency... change into To foster inter-agency and regional... (*Lebanon first*).

-(Page 4) The development of national and neighboring states' border capacities. May be I take this too literally but Iraq and Jordan are not neighboring countries. Therefore: regional countries.

-(Page 4 etc.) My intent is to deliver MoFA a document that is easy to read and clear in its goals (objectives and intended results) and needs (budget). I still find the document hard to read. First there is an overall objective. Clear. Followed by specific objectives. Clear. Followed by three interlinked components. Now it starts becoming misty. Followed by activities (using letters to summarize), outputs (using letters to summarize) and results (using bullets to summarize). Now, also because first all activities are mentioned and only then all outputs and only then all results, it becomes an 8-pages puzzle for the reader. The document must be easy accessible and clear, for the document to sell itself without the need for explanation or puzzling. A step in that direction could be mentioning the objectives or components one by one including associated actions, outputs and results. Keeping it structured and simple will help to interest MoFA for phase 5 (knowing there are dozens and dozens of other project proposals).

-(Page 9) Apparently we have to catch up something we didn't do in 2020: the THB A courses (Airport!). So in addition to *land* (and now *maritime*) apparently *airport* border management had already been considered. In line with this I thought it might be a good idea to start the document with a **short** summary of phase 1, 2, 3 and 4. This makes this document a self-supporting document (also useful for people new on the job;-).

Again, my suggestions are only meant to be constructive hoping to make it an even better document together.

Last but not least, when to you think to be in town again so we can discuss the document face to face.

Best regards,

5.1.2e

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

Sent: maandag 16 augustus 2021 08:59

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

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

Subject: New draft of NL5 DoA and logframe

5.1.2e  
5.1.2e  
Reeds beoordeeld in 1161633  
5.1.2e  
00042  
1161544

**To:** [redacted] 5.1.2e [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl  
**Cc:** [redacted] 5.1.2e [redacted] 5.1.2i [redacted] @minbuza.nl; [redacted] 5.1.2e [redacted] 5.1.2e [redacted] @icmpd.org  
**From:** [redacted] 5.1.2e  
**Date:** Sun 8/1/2021 5:38:45 PM  
**Subject:** NL Assistance Phase 5  
**Received:** Sun 8/1/2021 5:38:48 PM  
**Attachment:** NL IBM Phase5 DRAFT Embassy.docx

Hi [redacted] 5.1.2e

Welcome back!

Following the last meeting between [redacted] 5.1.2e (cue sad face), [redacted] 5.1.2e us and LAF it was agreed that I'd send a draft project narrative document to you so we can discuss before moving forwards.

The current draft is attached here.

This is still only a draft and is being reviewed by our regional office so:

1. Forgive any nonsense I've written.
2. Be aware that it may change based on ICMPD input.
3. Some sections have to wait for other ICMPD agreement before I can forward. They have been drafted – I just need to wait a bit.

Hopefully it's enough to give you an indication if I am on the right track or not though.

As time is an issue and as [redacted] 5.1.2e suggested, perhaps we can discuss this week?

Once I have your input I will forward a revised summary version focused on the activities to LAF for their input prior to compiling everything together, doing the (at least outline) budget and logframe, and aiming for an end-of-August formal submission to you and from there the Hague.

Cheers

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

ICMPD Office Lebanon  
Netherlands Assistance to Lebanese Border Agencies (IBM)  
T & F: [redacted] 5.1.2e  
M: [redacted] 5.1.2e  
E: [redacted] 5.1.2e @icmpd.org

International Centre for Migration Policy Development (ICMPD)  
Patriarch Hobeich Street, Al Mughrabi Building  
Beirut / Lebanon  
[www.icmpd.org](http://www.icmpd.org)

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International Center for Migration Policy Development (ICMPD)

5.1.2e 5.1.2e

Gonzagagasse 1, 5<sup>th</sup> floor  
A-1010 Vienna

5.1.2e @icmpd-lebanon.org

**Stabilisation and Humanitarian  
Aid Department**

Postbus 20061  
2500 EB The Hague  
The Netherlands  
<http://www.government.nl>

**Contact**

5.1.2e  
5.1.2e@minbuza.nl

**Cc:**

5.1.2e @minbuza.nl  
5.1.2e @minbuza.nl

Date 16 April 2020  
Re 2019 Progress Report - ICMPD - Netherlands Assistance to Integrated Border  
Management (IBM) Phase 4; Project No. 4000001979

**Our reference**  
4000001979

Dear 5.1.2e

I hereby would like to inform you that the narrative and financial report covering 2019 have been received, assessed and approved.

The cooperation with ICMPD has been very successful since the start in 2015 of The Netherlands' support to border management in Lebanon. The fourth phase changed the focus from mainly training to more organizational and institutional development. The first year of phase four clearly showed that the focus change was accompanied with a lot of new challenges, especially in the support of the Central Training Centre (CTC) in 5.1.2a. For the coming year it's even more important to work together very well with all stakeholders to be able to achieve the overall set of goals of the project.

I would like to thank you for your efforts and encourage you to keep up the good cooperation with our colleagues.

Yours sincerely,  
For the Minister of Foreign Affairs,

5.1.2e

5.1.2e

Stabilisation and Humanitarian Aid Department

**To:** [redacted] [redacted] [redacted] [redacted]@minbuza.nl]  
**Cc:** [redacted] [redacted] [redacted] [redacted]@minbuza.nl]  
**From:** [redacted] [redacted]  
[redacted] Thur 10/29/2020 1:43:58 PM  
**Subject:** Official ICMPD contact re financing  
**Received:** Thur 10/29/2020 1:44:01 PM

Dear [redacted]

Sorry.  
Please find here the official contact for the financial issues we discussed:

[redacted] [redacted] [redacted]@icmpd.org

Cheers  
[redacted]  
[redacted]

Netherlands Assistance to Lebanese Border Agencies (IBM)

[redacted]

E: [redacted]@icmpd.org  
International Centre for Migration Policy Development (ICMPD)  
Patriarch Hobeich Street, Al Mughrabi Building  
Beirut / Lebanon  
[www.icmpd.org](http://www.icmpd.org)  
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**To:** 5.1.2e .2e | 5.1.2e @icmpd.org]  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e | 5.1.2e @icmpd.org]  
**From:** 5.1.2e  
5.1.2e Tue 9/29/2020 8:03:29 AM  
**Subject:** RE: Heads-up on possible contact from colleague  
**Received:** Tue 9/29/2020 8:03:30 AM

Dear 5.1.2e,  
Most welcome!  
For the timings/program my proposal is:  
▽09.00 Leave from Beirut;  
▽+ 10.30 Arrival in 5.1.2a];  
▽Meeting with 5.1.2e and get an impression of the work which has been done at the CTC ( in total max about 1 ½ hr)  
▽Return to Beirut and have a late lunch somewhere on our way back  
If any additions or suggestions to the program let me know!

Cheers,  
5.1.2e  
Met vriendelijke groeten, yours sincerely,



5.1.2e 5.1.2e

Embassy of the Kingdom of the Netherlands  
The Netherlands Tower 10th floor  
Charles Malek Avenue  
Achrafieh, Beirut  
Lebanon

T 5.1.2e  
M 5.1.2e  
Email: 5.1.2i @minbuza.nl  
5.1.2e  
5.1.2e @minbuza.nl

---

**From:** 5.1.2e <5.1.2e @icmpd.org>  
**Sent:** maandag 28 september 2020 15:50  
**To:** 5.1.2e <5.1.2e @icmpd.org>; 5.1.2e <5.1.2e @minbuza.nl>  
**Cc:** 5.1.2e 5.1.2e <5.1.2e @minbuza.nl>  
**Subject:** RE: Heads-up on possible contact from colleague

Hey there,  
Happy to be your guide on the 7<sup>th</sup>! (Not that you need one around the CTC, 5.1.2e ;)).  
Thanks a lot for letting me share a ride with you guys.  
Any preferred timing for the visit? The CTC are available and happy to host you whenever.  
Cheers  
5.1.2e

---

**From:** 5.1.2e <5.1.2e @icmpd.org>  
**Sent:** 28 September 2020 15:41  
**To:** 5.1.2e <5.1.2e @minbuza.nl>  
**Cc:** 5.1.2e .2e <5.1.2e @icmpd.org>; 5.1.2e 5.1.2e <5.1.2e @minbuza.nl>  
**Subject:** RE: Heads-up on possible contact from colleague

Dear 5.1.2e,  
You are soooooo cool! ☺  
Thanks so much for letting 5.1.2e come with you.  
5.1.2e, could you finalise the various details please?  
Thanks  
5.1.2e

---

**From:** 5.1.2e <5.1.2e @minbuza.nl>  
**Sent:** 28 September 2020 15:37  
**To:** 5.1.2e <5.1.2e @icmpd.org>  
**Cc:** 00046 .2e <5.1.2e @icmpd.org>; 5.1.2e 5.1.2e <5.1.2e @minbuza.nl>  
**Subject:** RE: Heads-up on possible contact from colleague

Hello [5.1.2e],

Formal clearance is not necessary, we can go 'everywhere', if [5.1.2e] can inform the CTC that we will come for a short visit that should be enough.

Of course [5.1.2e] can join in our vehicle.

Cheers,

[5.1.2e]

Met vriendelijke groeten, yours sincerely,



[5.1.2e] [5.1.2e]

Embassy of the Kingdom of the Netherlands  
The Netherlands Tower 10th floor  
[5.1.2e] Avenue  
Achrafieh, Beirut  
Lebanon

T + [5.1.2e]  
M + [5.1.2e]  
Email: [5.1.2e]@minbuza.nl  
[5.1.2e]  
[5.1.2e]@minbuza.nl

---

**From:** [5.1.2e] [5.1.2e] <[5.1.2e]@minbuza.nl>

**Sent:** maandag 28 september 2020 15:22

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

**Cc:** [5.1.2e] <[5.1.2e]@icmpd.org>; [5.1.2e] <[5.1.2e]@minbuza.nl>

**Subject:** RE: Heads-up on possible contact from colleague

Hi [5.1.2e] and [5.1.2e],

Great news! Thank you very much for the quick check with CTC and reply.

Now that we've arranged the date I am copying [5.1.2e] back in the conversation. [5.1.2e] could you look at the below two questions from [5.1.2e]?

Best regards,

[5.1.2e]

---

**From:** [5.1.2e] <[5.1.2e]@icmpd.org>

**Sent:** maandag 28 september 2020 15:05

**To:** [5.1.2e] [5.1.2e] <[5.1.2e]@minbuza.nl>

**Cc:** [5.1.2e] <[5.1.2e]@icmpd.org>

**Subject:** RE: Heads-up on possible contact from colleague

Hi again [5.1.2e],

We've checked with CTC and they are available on 7<sup>th</sup> to receive you. I assume you will be getting the formal clearance via Carel's usual channels (as there isn't really time for a letter)?

The NL team staff don't need formal permission as we have a rolling clearance for there

[5.1.2e] will be with you that day (a much more competent and pleasant guide than myself) but is it possible that she travels with you in your vehicle there and back? That way she can also brief you more fully on the journey.

Please let me know so we can finalise the details.

Cheers

[5.1.2e]

---

**From:** [5.1.2e] [5.1.2e] <[5.1.2e]@minbuza.nl>

**Sent:** 28 September 2020 14:46

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

**Cc:** [5.1.2e] <[5.1.2e]@icmpd.org>

**Subject:** RE: Heads-up on possible contact from colleague

Hi [5.1.2e],

No problem, can understand planning ahead is quite the challenge in these times.

I have just discussed with [5.1.2e] and unfortunately the week of October 12<sup>th</sup> is not an option for him considering other meetings and his leave that week. If indeed possible we would like to schedule a visit next week, where are preference would be Wednesday

00046 otherwise Thursday 8<sup>th</sup>. Do let me know if this would work or if we would have to switch around other meetings to 1161560 availability free on other days.

And [5.1.2e], I will be here non-stop until sometime in December so I am sure we will meet each other in real life very soon!

Regards,

[5.1.2e]

**From:** [5.1.2e] <[5.1.2e]@icmpd.org>

**Sent:** vrijdag 25 september 2020 20:21

**To:** [5.1.2e] [5.1.2e] <[5.1.2e]@minbuza.nl>

**Cc:** [5.1.2e] <[5.1.2e]@icmpd.org>

**Subject:** RE: Heads-up on possible contact from colleague

[5.1.2e]

I will be returning in the evening of the 7<sup>th</sup>. ☺

[5.1.2e]  
Because of [5.1.2e] I won't be available until the Friday (9<sup>th</sup>).

Of course if you would prefer to head up earlier that week I am sure [5.1.2e] would be available to accompany you.

Sorry about that.

Cheers

[5.1.2e]

**From:** [5.1.2e] [5.1.2e] <[5.1.2e]@minbuza.nl>

**Sent:** 25 September 2020 15:52

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

**Cc:** [5.1.2e] <[5.1.2e]@icmpd.org>

**Subject:** RE: Heads-up on possible contact from colleague

Dear [5.1.2e],

Thanks for the heads-up! I haven't heard anything from your colleague yet but excited to learn all about the world of 'triangulating'.

In other business, do you have a clear view already on your highly expected return to Lebanon? Just talked to [5.1.2e], and since he is leaving on October 13<sup>th</sup>, we were looking if it was possible to get out to the site in the week before, perhaps Wednesday October 7<sup>th</sup> would be an option?

Best regards,

[5.1.2e]



[5.1.2e]  
[5.1.2e]  
Embassy of The Kingdom of The Netherlands  
The Netherlands Tower 10th floor  
[5.1.2e] Avenue  
[5.1.2e] | Beirut | Lebanon  
M: [5.1.2e]  
[5.1.2e]@minbuza.nl

**From:** [5.1.2e] <[5.1.2e]@icmpd.org>

**Sent:** donderdag 24 september 2020 16:13

**To:** [5.1.2e] [5.1.2e] <[5.1.2e]@minbuza.nl>

**Cc:** [5.1.2e] <[5.1.2e]@icmpd.org>

**Subject:** Heads-up on possible contact from colleague

Dear [5.1.2e]

This is just to let you know you may be contacted re the below by my ICMPD colleagues working on the *Swiss Support to Integrated Border Management in Lebanon* Project.

Their main focus is on "Raising awareness of the concept of gender equality and adopting gender-responsive border systems and procedures".

No, I don't know what they mean by "triangulate LAF and ISF information" though.

Cheers

[5.1.2e]

**From:** [5.1.2e]

**Sent:** 24 September 2020 16:08

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

**Cc:** [5.1.2e] <[5.1.2e]@icmpd.org>

**Subject:** FW: Urgent Question

Dear [5.1.2e]

I am not aware of a specific gender focal point at the embassy however here are the contact details for the new task manager dealing with projects (including the NL one):

[5.1.2e] [5.1.2e]@minbuza.nl

If [5.1.2e] or [5.1.2e] have other questions it might be faster if they contact me directly.

Cheers

[5.1.2e]

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

Sent: 24 September 2020 15:51

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

Subject: FW: Urgent Question

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

Sent: 24 September 2020 15:28

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

Subject: RE: Urgent Question

Hello [5.1.2e],

What we need is to get in touch with anyone in charge of gender at the embassy to triangulate LAF and ISF information [5.1.2e] has already compiled as part of the Gender GNA process.

We can then arrange for a meeting once you share the contact details of that person, or any other person handling LAF and/or ISF projects/activities.

I hope you find this helpful.

Thank you,

[5.1.2e]

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

Sent: 24 September 2020 14:58

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

Subject: Urgent Question

Dear [5.1.2e]

Would you kindly please clarify what exactly you need from [5.1.2e] with regard to the Netherlands' Embassy?

Thanks

Best,

[5.1.2e] [5.1.2e]

[5.1.2e]

Netherlands' Assistance to Lebanese Border Agencies (IBM)

Mediterranean

T:426309 ext 111

F: 100

[5.1.2e]

[5.1.2e]

[5.1.2e]@icmpd.org

[5.1.2e]

International Centre for Migration Policy Development (ICMPD)

Patriarch Hobeich Street, Al Mughrabi Building Beirut / Lebanon

www.icmpd.org



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**To:** [redacted] 5.1.2e  
**Cc:** [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl; [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl; [redacted] 5.1.2e  
[redacted] 5.1.2e @minbuza.nl  
**From:** [redacted] 5.1.2e  
[redacted] 5.1.2e Thur 8/19/2021 8:15:07 AM  
**Subject:** RE: ICMPD changes  
**Received:** Thur 8/19/2021 8:15:07 AM

[redacted] 5.1.2e

Ik zet [redacted] 5.1.2e in de cc die [redacted] 5.1.2e samenwerkt met ICMPD!

Groet,  
[redacted] 5.1.2e

---

**From:** [redacted] 5.1.2e >

**Sent:** woensdag 18 augustus 2021 09:41

**To:** [redacted] 5.1.2e <[redacted] 5.1.2e @minbuza.nl>

**Cc:** [redacted] 5.1.2e <[redacted] 5.1.2e @minbuza.nl>; [redacted] 5.1.2e <[redacted] 5.1.2e @minbuza.nl>

**Subject:** ICMPD changes

Hij [redacted] 5.1.2e

Zie hieronder. Misschien was de info al bij je aangekomen maar [redacted] 5.1.2e vertrekt bij ICMPD. Replacement nog onbekend. Ik zou graag een keertje met jou en ook [redacted] 5.1.2e babbelen over de inhoud van het programma. Ik heb zeer prettig samengewerkt met ICMPD in Libie, hadden goed zicht op migratiestromingen [redacted] 5.1.2a Benieuwd naar de ervaringen aan jullie kant.

Mvg,  
[redacted] 5.1.2e

---

**From:** [redacted] 5.1.2e <[redacted] 5.1.2e @icmpd.org>

**Sent:** dinsdag 17 augustus 2021 14:23

**To:** [redacted] 5.1.2e >

**Cc:** [redacted] 5.1.2e <[redacted] 5.1.2e @minbuza.nl>; [redacted] 5.1.2e <[redacted] 5.1.2e @icmpd.org>; [redacted] 5.1.2e <[redacted] 5.1.2e @icmpd.org>

**Subject:** RE: change of position: Lebanon

Dear [redacted] 5.1.2e

Congratulations on the move and welcome to Lebanon. We work very closely with the embassy and you will be joining some excellent colleagues there.

[redacted] 5.1.2e

[redacted] 5.1.2e has yet to be announced but in the interim I am copying [redacted] 5.1.2e as our [redacted] 5.1.2e who will be the point of contact on the ground here.

Once again, congratulations. [redacted] 5.1.2a [redacted] 5.1.2e I am sure nothing too problematic for you.

Best regards

[redacted] 5.1.2e  
[redacted] 5.1.2e

ICMPD Office Lebanon  
Netherlands Assistance to Lebanese Border Agencies (IBM)

T & F: [redacted] 5.1.2e

M: + [redacted] 5.1.2e

E: [redacted] 5.1.2e @icmpd.org

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

Beirut / Lebanon

[www.icmpd.org](http://www.icmpd.org)

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International Centre for  
Migration Policy Development

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

Sent: 17 August 2021 13:35

To: [5.1.2e] >

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

Subject: RE: change of position: Lebanon

Dear [5.1.2e],

Apologies for my late reply, I was on leave for few weeks and I am now back in the office.

First of all, I would like thanking you for the excellent cooperation during your time [5.1.2e] I am sure we will have an equally good relationship with [5.1.2e] and for this reason I am pleased to arrange for a meeting to take him through our past and planned work [5.1.2a] at his convenience.

Last but not least, as you are moving to Lebanon where we have a very active office, I am pleased to link you up with my colleague [5.1.2e] ([5.1.2e]). I am sure he will be pleased to meet you and arrange for a briefing on migration issues in Lebanon and take you through our activities in the country.

I wish you all the best in this new adventure.

Keep in touch.

[5.1.2e]

From: [5.1.2e] >

Sent: 06 August 2021 10:42

To: [5.1.2e] >

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

Subject: FYI: change of position: Lebanon

This is to inform you that I longer work [5.1.2e]. As of today I will be starting my new job at the Embassy of the Netherlands to Lebanon. My successor [5.1.2e] [5.1.2e] (CC). Please do reach out to him if not already done so if related to [5.1.2e]

If you have contacts in or around in Lebanon, do not hesitate to reach out.

All the best and stay in touch.

Yours sincerely,

[5.1.2e] [5.1.2e]  
First Secretary

.....  
**Embassy of the Kingdom of the Netherlands to Lebanon**

Avenue Charles Malek  
2073-0802 Achrafieh  
Beirut

.....  
[5.1.2e]@minbuza.nl

W [www.minbuza.nl](http://www.minbuza.nl)

T

TW: @ [5.1.2e]



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**Cc:** [5.1.2e] <[5.1.2i]@minbuza.nl>; [5.1.2e] <[5.1.2e]@icmpd.org>  
**From:** [5.1.2e]  
[5.1.2e] Wed 3/17/2021 3:37:30 PM  
**Subject:** RE: Quick update  
**Received:** Wed 3/17/2021 3:37:34 PM

Hi,

I hope you both vote wisely then. ☺

April 7<sup>th</sup> sounds great. Perhaps 10:00 LBN time – that way if we've all already been evacuated it is still a socially acceptable time? We'll wait to see if it will be a virtual or real meeting, as you say.

Cheers

[5.1.2e]

---

**From:** [5.1.2e] <[5.1.2e]@minbuza.nl>

**Sent:** 17 March 2021 16:31

**To:** [5.1.2e] <[5.1.2e]@icmpd.org>; [5.1.2e] <[5.1.2e]@minbuza.nl>

**Cc:** [5.1.2e] <[5.1.2i]@minbuza.nl>; [5.1.2e] <[5.1.2e]@icmpd.org>

**Subject:** RE: Quick update

Hi [5.1.2e] and colleagues,

Both me and [5.1.2e] are lucky to be in the Netherlands at the moment (on election day even!) so all is well. Hopefully the same on your side.

It was indeed tragic to hear about the murder that took place recently, but I am happy that we also have positive notes to hold out to like the Iraq training.

And I fully agree it is wise to start a conversation on post-2021 relations soon, so no worries about pressure at all. The formal process of applying for funding at our HQ will not start until September/October (roughly), but good idea to start early and hear about your initial ideas. Of course the whole further process and chances of approval also depends on the new government that will be formed in the Netherlands and any chances this might have on foreign policy, but we will know of that later.

Would a meeting somewhere in the week of April 5<sup>th</sup> be an option? Me and [5.1.2e] will both be back in Beirut at that point as well. Let assume it is an online meeting eitherway, considering current Covid-figures in the country. Perhaps Wednesday April 7<sup>th</sup> anytime?

Best regards,

[5.1.2e]

---

**From:** [5.1.2e] <[5.1.2e]@icmpd.org>

**Sent:** woensdag 17 maart 2021 12:19

**To:** [5.1.2e] <[5.1.2e]@minbuza.nl>; [5.1.2e] <[5.1.2e]@minbuza.nl>

**Cc:** [5.1.2e] <[5.1.2i]@minbuza.nl>; [5.1.2e] <[5.1.2e]@icmpd.org>

**Subject:** Quick update

[5.1.2e]

I hope you are well.

It's been a period of mixed fortunes recently combining lows such as the tragic murder of one of the serving CTS officers, and highs such as the first ever training in Iraq by a LAF CTS team due to commence this weekend (they really are collecting 'firsts' – ISO, now this).

Although the situation continues to deteriorate we're still hopeful that we'll all see better days ... and we have to plan for that. With that in mind, I wondered if it wasn't too early to open the discussion on what will happen at the end of the year with regard to the NL-ICMPD relationship in Lebanon?

The possibility of a new project has been mentioned previously so I wondered if that was still on the cards?

If so, we have some suggestions on what that could be – including one that positions LAF (and specifically those developed directly through NL assistance) as a regional actor for capacity development.

I'm sorry to pressure.

Cheers

[5.1.2e]

[5.1.2e] and [5.1.2e]

ICMPD Office Lebanon

Netherlands Assistance to Lebanese Border Agencies (IBM)

[5.1.2e]

E: [5.1.2e]@icmpd.org

International Centre for Migration Policy Development (ICMPD)

Patriarch Hobeich Street, Al Mughrabi Building

00048 Lebanon

1161563



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To: [redacted] [redacted] [redacted] @minbuza.nl]  
From: [redacted] 5.1.2e  
5.1.2e Wed 11/10/2021 2:34:42 PM  
Subject: RE: Speech ambassador  
Received: Wed 11/10/2021 2:34:45 PM

Dear [redacted],  
Well received and thank you for your well wishes 😊  
Best regards,

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

E: [redacted] 5.1.2e @icmpd.org  
International Centre for Migration Policy Development (ICMPD)  
Patriarch Hobeich Street, Al Mughrabi Building  
Beirut / Lebanon  
[www.icmpd-lebanon.org](http://www.icmpd-lebanon.org)  
Connect with us on



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From: [redacted] 5.1.2e [redacted] 5.1.2e <[redacted] 5.1.2e @minbuza.nl>

Sent: 10 November 2021 13:55  
To: [redacted] 5.1.2e <[redacted] 5.1.2e @icmpd.org>  
Subject: Speech ambassador

Dear [redacted] 5.1.2e,  
Please find in the attachment the speech that our ambassador will deliver this Friday morning.  
Very sad not to be there but Im sure it will be a great success!

[redacted] 5.1.2e  
[redacted] 5.1.2e  
[redacted] 5.1.2e  
Embassy of The Kingdom of The Netherlands  
The Netherlands Tower 10th floor  
[redacted] 5.1.2e Avenue  
[redacted] 5.1.2e | Beirut | Lebanon  
[redacted] 5.1.2e  
[redacted] 5.1.2e @minbuza.nl



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**ICMPD**

International Centre for  
Migration Policy Development

ICMPD Regional Office for the Mediterranean  
Development House, 4A  
St Anne Street  
Floriana, FRN9010  
Malta  
T: (00356) 27792624  
E: [5.1.2e@icmpd.org](mailto:5.1.2e@icmpd.org)

Mr [5.1.2e](mailto:5.1.2e@icmpd.org) [5.1.2e](mailto:5.1.2e@icmpd.org)

Embassy of The Kingdom of The Netherlands  
The Netherlands Tower 10th floor  
[5.1.2e](mailto:5.1.2e@icmpd.org) Avenue  
[5.1.2e](mailto:5.1.2e@icmpd.org) | Beirut | Lebanon

Floriana, Malta, 8 October 2021

[5.1.2e](mailto:5.1.2e@icmpd.org)

I would like to submit for your consideration and further dissemination the documentation for the proposed *The Netherlands' Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V* project.

The proposed Action, based in Lebanon and with a total budget of 2,500,000 Euros, will be implemented for 36 months (commencing January 2022).

Building on the successes of previous Netherlands-funded phases, under the lead of the Lebanese Armed Forces (LAF), the Action will support Lebanese border agencies' role as national and regional providers of expertise and strengthen regional border management capacities and cooperation. Such action remains essential in countering the ongoing rule of law, health, economy and migration related challenges caused by under-resourced and porous borders.

I remain at your disposal should you have questions regarding the proposal and I thank you in advance for your kind consideration.

Yours sincerely,

  
[5.1.2e](mailto:5.1.2e@icmpd.org)

Attached documents:

- Description of the Action
- Annex I (Budget)
- Annex II (Logframe)

ICMPD Headquarters  
Gonzagagasse 1, 5th floor  
A-1010 Vienna

[5.1.2a](mailto:5.1.2a@icmpd.org)

[5.1.2e@icmpd.org](mailto:5.1.2e@icmpd.org)  
[www.icmpd.org](http://www.icmpd.org)

**To:** 5.1.2e @minbuza.nl  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @icmpd.org  
**From:** 5.1.2e  
5.1.2e Tue 4/6/2021 7:27:49 AM  
**Subject:** RE: Donors Technical Coordination Meeting (Q1/2021)  
**Received:** Tue 4/6/2021 7:27:53 AM  
NL Talking Points BCC7 4 21.docx

Dear 5.1.2e,  
Attached are the proposed taking points following the agenda 5.1.2e forwarded.  
Sorry it is more than a couple of bullet points but we've been busy. ☺

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

**Sent:** 02 April 2021 12:56  
**To:** 5.1.2e <5.1.2e@icmpd.org>  
**Cc:** 5.1.2e 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@icmpd.org>  
**Subject:** RE: Donors Technical Coordination Meeting (Q1/2021)

Hi (also again ☺),  
No, I think is good to focus in this overview specific on our IBM project.

Cheers,  
5.1.2e  
Met vriendelijke groeten, yours sincerely,



5.1.2e 5.1.2e 5.1.2e  
.....  
*Embassy of the Kingdom of the Netherlands*  
Spark Tower 17th floor (temporary office location)  
Charles Helou Street  
Sin El Fil  
El-Metn - Lebanon  
.....  
5.1.2e  
Email: 5.1.2e @minbuza.nl  
(5.1.2e)  
5.1.2e @minbuza.nl

---

**From:** 5.1.2e <5.1.2e@icmpd.org>  
**Sent:** vrijdag 2 april 2021 12:54  
**To:** 5.1.2e <5.1.2e@minbuza.nl>  
**Cc:** 5.1.2e 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@icmpd.org>  
**Subject:** RE: Donors Technical Coordination Meeting (Q1/2021)

Hi (again),  
Happy to send it. Just a thought – did you want to include details of other projects you have though?

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

**Sent:** 02 April 2021 12:41  
**To:** 5.1.2e <5.1.2e@icmpd.org>  
**Cc:** 5.1.2e 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e 5.1.2e <5.1.2e@icmpd.org>  
**Subject:** FW: Donors Technical Coordination Meeting (Q1/2021)

Hello 5.1.2e,  
Good and very clear overview, thanks!  
Would appreciate if you send it and copy us in the email

Cheers,  
5.1.2e  
Met vriendelijke groeten, yours sincerely,



5.1.2e MA  
5.1.2e  
.....  
*Embassy of the Kingdom of the Netherlands*  
Spark Tower 17th floor (temporary office location)  
Charles Helou Street  
Sin El Fil  
El-Metn - Lebanon  
.....  
5.1.2e  
Email: 5.1.2e @minbuza.nl

5.1.2e  
5.1.2e @minbuza.nl

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

**Sent:** vrijdag 2 april 2021 12:27

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

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

**Subject:** RE: Donors Technical Coordination Meeting (Q1/2021)

Hi again,

Attached is the document.

Could you please confirm you are okay with it and/or add anything?

Do you want to send or shall I?

Cheers

5.1.2e

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

**Sent:** 02 April 2021 09:59

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

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

**Subject:** RE: Donors Technical Coordination Meeting (Q1/2021)

Hi,

Of course, no worries.

You have a lovely Easter too. :-)

Cheers

5.1.2e

Sent from Mobile

On 2 Apr 2021 09:54, "5.1.2e" <5.1.2e@minbuza.nl> wrote:

Hello 5.1.2e,

Hopefully everything fine and already in the mood for the upcoming Easter weekend ☺

Just another small question for the meeting next week: 5.1.2e added a nice coordination matrix to his mail with the request to fill it out and send back. Can you also facilitated that for our project ☺ Thanks in advance!

Cheers,

5.1.2e

Met vriendelijke groeten, yours sincerely,



5.1.2e MA  
5.1.2e

*Embassy of the Kingdom of the Netherlands*  
Spark Tower 17th floor (temporary office location)  
Charles Helou Street  
Sin El Fil  
El-Metn - Lebanon

5.1.2e  
Email: 5.1.2e@minbuza.nl  
5.1.2e  
5.1.2e@minbuza.nl

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

**Sent:** donderdag 25 maart 2021 15:50

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

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

**Subject:** RE: Donors Technical Coordination Meeting (Q1/2021)

Hi 5.1.2e,

Sounds good. We'll reschedule for 13:30 7/4 for our discussion then. As the DTCM will be on Zoom I guess it is easier to do the same for ours.

Once 5.1.2e has finished bringing document security to Iraq (going very well btw), we'll finalise. ☺

Yes, of course I'll give you some talking points. Rather than repeat what I did at the last one I'll focus on the most recent developments and where we aim to go next. I'll wait for the Iraq trip to end though so I can include the most recent data.

Cheers

5.1.2e

00051 5.1.2e <5.1.2e@minbuza.nl>

**Sent:** 25 March 2021 09:55

1161566

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

Subject: RE: Donors Technical Coordination Meeting (Q1/2021)

Good morning 5.1.2e,  
Good to read that you follow the NL elections closely! Perceptions of the outcomes depends of course on the party you favor. From my perception it worked out well \*  
Regarding the meeting. I will also join the DTCM meeting. 5.1.2e is also invited. My suggestion is to reschedule our meeting to 13.30hr, same day. If you can share with me the latest state of affairs of our project (in a few bullet points) then I will share that at the meeting with the participants. Of course I will refer to you, if the questions are going really into details during the meeting.

Cheers,  
5.1.2e  
Met vriendelijke groeten, yours sincerely,

5.1.2e 5.1.2e MA  
5.1.2e  
Embassy of the Kingdom of the Netherlands  
Spark Tower 17th floor (temporary office location)  
Charles Helou Street  
Sin El Fil  
El-Metn - Lebanon  
5.1.2e  
Email: 5.1.2i@minbuza.nl  
(5.1.2e)  
5.1.2e@minbuza.nl



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

Sent: woensdag 24 maart 2021 17:55

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

Subject: FW: Donors Technical Coordination Meeting (Q1/2021)

Dear both,  
As you can see 5.1.2e has decided the date for the next BCC. Showing an amazing degree of Murphy's Law it is of course exactly the same time and date we scheduled for our chat.  
I can delegate the BCC attendance to someone else so I remain available for you gentlemen. However if you would like to attend the BCC I am flexible regarding timings for our discussion.  
Please let me know what you prefer.  
I hope the election worked out the way you wanted it to.  
Cheers  
5.1.2e

From: lbsc <5.1.2e@army.gov.lb>

Sent: 24 March 2021 16:11

To: 5.1.2e <5.1.2e@diplomatie.gouv.fr>; 5.1.2e <5.1.2e@diplomatie.gouv.fr>; 5.1.2e <5.1.2e@eeas.europa.eu>; 5.1.2e <5.1.2e@polizei.bund.de>; 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@icmpd.org>; 5.1.2e <5.1.2e@icmpd.org>; 5.1.2e <5.1.2e@eda.admin.ch>; 5.1.2e <5.1.2e@frontex.europa.eu>; .BEIR BPOL-1 5.1.2e <5.1.2e@beir.auswaertiges-amt.de>; 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@um.dk>; 5.1.2e <5.1.2e@smd.difesa.it>; 5.1.2e <5.1.2e@international.gc.ca>; 5.1.2e <5.1.2e@un.org>; 5.1.2e (Beirut) (Sensitive) <5.1.2e@fcdof.gov.uk>; 5.1.2e <5.1.2e@un.org>; 5.1.2e <5.1.2e@un.org>; A CIV DTRA COOP THRT REDUCT (US) <5.1.2e@mail.mil>; 5.1.2e <5.1.2e@undp.org>; 5.1.2e <5.1.2e@state.gov>; 5.1.2e <5.1.2e@state.gov>; 5.1.2e <5.1.2e@iom.int>; 5.1.2e <5.1.2e@iom.int>; 5.1.2e <5.1.2e@beir.diplo.de>; 5.1.2e <5.1.2e@smd.difesa.it>

Cc: 5.1.2e <5.1.2e@gmail.com>  
Subject: Donors Technical Coordination Meeting (Q1/2021)

Dear Colleagues,  
hope all is well,  
On behalf of the representatives of the Border Control Committee let me hereby invite you for a virtual technical coordination meeting on 07 April 2021, from 10:00 to 11:30 AM Beirut time. The meeting will focus on the on-going projects and activities (please find attached the agenda), therefore representatives of the currently implemented projects will be invited to take the floor. This meeting will provide us a good opportunity to exploit the synergies between the projects and to make the best use of the available resources.  
you will find attached a coordination matrix. we will appreciate if you take the time to fill the form for future reference and follow up  
00051 ommittee.  
1161566

best regards,

5.1.2e

*The meeting will take place on Zoom, please see below the link.*

Join Zoom Meeting

<https://icmpd.zoom.us/j/91736439142?pwd=SC9XRkFleGtCOEp5Tkg0T1RnbmorQT09>

5.1.2a

One tap mobile

5.1.2e

5.1.2i

5.1.2e

5.1.2e

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## NL Talking Points

### BCC Meeting 7/4/21

As per the agenda headings:

Presentation of ongoing activities in the projects, including the implemented activities in the last month:

- **4/3: Conclusion of the ICDL: Microsoft Access @ blended online and CTS.** 12 CTS personnel received ICDL certification
- **16/3: BI: 1st Responders Trainers' Workshop @ CTS.** Handover of training material to CTS trainers
- **22/3-1/4: Two Imposters & Documents (ID) courses and a Representational visit @ Baghdad, Iraq.** Ground-breaking deployment of LAF (CTS) abroad as training providers. 25 Iraqi participants attended the very successful courses.
- **Installation of the solar system @ CTS**

... and the ones planned for the next month:

- **12/4: TNA workshop @ CTS.** LBRs and CTS experts will clarify exact migration-related responsibilities and tasks of LBRs. CTS will then analyse these to develop evidence-based, reliable training needs and solutions.
- **13-14/4: Doc A workshop @ CTS.** Continuing the development of the entirely new and unique, blended (online and in-person) version of the NL Advanced Document Security course. When complete the course will be offered to all agencies.
- **19-23/4: Train the Trainers Award course @ online.** The second delivery of the course that provides a fully EU-recognised pedagogical qualification. LAF, ISF, GS will participate.
- **26/4-21/5: Emergency Medical Technician (EMT) course @ CTS.** Conducted by the Lebanese Red Cross the course will give CTS medical team advanced training and qualifications.
- **Refurbishment of CTS** – increasing office space, creating women-only accommodation and facilities, upgrading general toilet and shower facilities, and installing environmentally-friendly lighting

Open discussions on needs, opportunities, any other questions

- The exploitation of synergies between projects.
  - Ongoing close working with EU IBM3 (ICMPD) regarding TNA to align standards.
  - Contacted DTRA (US) to liaise on CTS support. No answer from them.
  - Would look forward to IOM collaboration
- The optimization of the means available
- Discussion of ideas and project proposals
  - Being discussed 😊

**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]@minbuza.nl  
**From:** [5.1.2e]  
**Date:** Wed 10/28/2020 3:42:29 PM  
**Subject:** RE: Meeting tomorrow  
**Received:** Wed 10/28/2020 3:42:32 PM

Hi [5.1.2e]  
No worries. I have the data to hand as well as the planned activities and budget currently expected for 2021.  
Happy to discuss any details you want.  
Cheers

[5.1.2e]  
**From:** [5.1.2e] [5.1.2e] <[5.1.2e]@minbuza.nl>

**Sent:** 28 October 2020 15:19  
**To:** [5.1.2e] <[5.1.2e]@icmpd.org>  
**Cc:** [5.1.2e] [5.1.2e] <[5.1.2e]@icmpd.org>; [5.1.2e] <[5.1.2e]@minbuza.nl>  
**Subject:** Meeting tomorrow

Hi [5.1.2e],  
Just a quick heads-up regarding our meeting tomorrow. Other than a nice casual introduction, our control unit at HQ has just asked me today to dive into the financial details for 2020 with ICMPD.  
Most importantly, this concerns the currency liquidity need of ICMPD and to what extent funds have been depleted over the last year (also considering possible halts due to the protest, COVID-19 and the blast). Currently there is still a pay-out planned in 2020 of EUR 528.551 on top of the balance at 01-01-2020 of EUR 853.000. Before moving forward with the payment of 2020, we would like to have an estimate of total costs for the year 2020.  
No problem if you do not have all the figures ready by tomorrow, but then we can just briefly discuss this request.  
See you tomorrow,  
[5.1.2e]

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**Cc:** 5.1.2e @icmpd.org; 5.1.2e @icmpd.org

**From:** 5.1.2e

**Subject:** Long-term position in Lebanon

**Received:** Tue 10/19/2021 11:37:19 AM

Publication of External Vacancy: VA21P152V01

Dear Colleagues,

On behalf of the EU IBM Lebanon project, I would like to share with you a vacancy for a long-term border management position in Lebanon. All details are in the attached e-mail, also the application process. Since ICMPD highly values the expertise of the EU Member States, we would like to encourage, that colleagues, who are active public servants also apply.

There are more than one modalities to contract the selected expert: either directly or we can contract the person through the respective agency using a Special Partnership Agreement (so it would be a kind of secondment, paid by the EU BM Lebanon project). For more information on this modality, do not hesitate to contact us.

5.1.2e  
Senior 5.1.2e

EU funded project "Strengthening Capability for Integrated Border Management in Lebanon"  
(EU IBM Lebanon – Phase III)

لتطوير سياسات الهجرة المركز الدولي  
International Centre for Migration Policy Development - Lebanon

5.1.2e

M: 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:** [redacted] [redacted] [redacted] @minbuza.nl]; [redacted] [redacted] [redacted] @minbuza.nl]; [redacted]  
[redacted] 5.1.2e @minbuza.nl]; [redacted] 5.1.2e [redacted] @minbuza.nl]  
**Cc:** [redacted] 5.1.2e [redacted] 5.1.2e @icmpd.org]; [redacted] 5.1.2e [redacted] 5.1.2e @icmpd.org]; [redacted] 5.1.2e  
[redacted] 5.1.2e @icmpd.org]; [redacted] 5.1.2e @icmpd.org]; [redacted] 5.1.2e @icmpd.org]  
**From:** [redacted] 5.1.2e  
[redacted] 5.1.2e Fri 10/30/2020 3:03:24 PM  
**Subject:** Monthly Report: Netherlands Assistance to Lebanese Border Agencies (October 2020)  
**Received:** Fri 10/30/2020 3:03:41 PM  
ICMPD Border Management Security Lebanon NL LEBANON monthly report October2020.pdf

Dear All,  
Please find attached October's monthly narrative report for the *Netherlands' Assistance to Lebanese Border Agencies (IBM)* project.  
Please don't hesitate to contact me for any clarifications.

Thanks  
[redacted] 5.1.2e  
[redacted] 5.1.2e  
Netherlands Assistance to Lebanese Border Agencies (IBM)  
[redacted] 5.1.2e

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### Monthly Report

Period of Report	From	1 October, 2020	To	31 October, 2020
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Beneficiaries	<ul style="list-style-type: none"> <li>- Lebanese Armed Forces (LAF)</li> <li>- Lebanese Internal Security Forces (ISF)</li> <li>- Lebanese Directorate General of the Security General (GS)</li> <li>- Lebanese Customs Administration (LCA)</li> <li>- Lebanese Directorate General for Civil Defence (LCD)</li> </ul>		
Project Titles	Netherlands Assistance to Lebanese Border Agencies Lebanon		
Start Date	1 January, 2019	Duration	36 months
End Date	31 December, 2021		
Outline/list of implemented activities			
<ul style="list-style-type: none"> <li>• 12-15/10: Impostors &amp; Documents (ID) @ Beirut Airport</li> <li>• 21/10: Placement tests for the English language for Border Management trainers @ CTS</li> <li>• 26-30/10: Impostors &amp; Documents (ID) @ Beirut Airport</li> </ul>			
Narrative/descriptive reporting			
<p>The CTC has now officially changed its name to “The Land Border Regiments’ Training School” (CTS). As part of this official designation the School also underwent an official Directorate of Education audit to assess its compliance with necessary standards. Because formal feedback is only provided in cases where deficiencies are noted, the fact that the CTS has received none means that they passed the audit.</p> <p>7/10, the CTS’ first ISO 21001:2018 certification external audit was conducted. Generally very positive, the auditors have provided a list of areas for further improvement which the CTS now has until the second, final audit (currently scheduled for calendar week 46) to implement.</p> <p>12-15 and 26-30/10 saw the newly updated Imposters &amp; Documents (<i>ID</i>) course delivered twice. In response to a request for the training from, and hosted by, the LAF’s <i>Guarding and Defense of Rafic Hariri International Airport</i> battalion the courses also included the newly-developed <i>Military ID Cards (MIC F)</i> session. Both courses were delivered by a multi-agency training team from LAF (CTS), ISF, GS, LCA and ICMPD to a total of 40 students from LAF, ISF, GS, LCA and <span style="border: 1px solid black; padding: 0 5px;">5.1.2a</span> over a four-day period. 92.5% (37/40) of students passed the formal in-course examinations. This is yet another demonstration of how the agencies continue to strengthen their training and subject matter competence through pro-active intra and inter-agency collaboration. <span style="border: 1px solid black; padding: 0 5px;">5.1.2e</span></p> <p><span style="border: 1px solid black; padding: 0 5px;">5.1.2e</span> has already requested wider training assistance from ICMPD. It was agreed that the</p>			

battalion (in cooperation with CTS) will first consider what their training needs are prior to further discussions.

21/10 the 'English Language for Border Management Trainers' placement tests were held for 15 CTS trainers/prospective trainers. Following analysis of these, the provider will now allocate students to particular cohorts prior to beginning actual instruction in this tailor-made course. Conducted on a part-time basis, the courses will be completed 4 weeks after commencement.

Procurement:

- |                                 |        |
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|---------------------------------|--------|
- The water filtration system has now been fully installed and connected to the water mains of the CTS. Now running, monitoring and any necessary minor maintenance works to the system will be conducted to ensure its optimum efficiency prior to final testing next month;
- The Distance Learning Suite microphones have now been received and are being delivered to CTS. The two web cameras are still pending importation;
- Construction of the additional structures for the solar system (a battery isolation room and a water insulation area) have been completed and signed off technically by LAF Directorate of Engineering. The importation of the missing elements for the solar system itself is due in November. Installation and testing is still expected to be completed within 2020;

A new 'equipment needs' list has been provided by the CTS. The NL project has given its initial feedback confirming the issues it may support pending further clarifications. These issues include the construction of a females' ablution block, enhanced internet connectivity, support to a visibility video for CTS, refurbishments to trainers' and common areas as well as inventory storage facilities. The list will be circulated to other potential donors/projects.

Requests for potential deployment of ICMPD & ICMPD document security trainers to assist ICMPD projects in both Jordan and Iraq have been received. While details with Jordan are still pending commencement of the NL-funded component there next year, Iraqi beneficiaries have already confirmed their agreement with the idea via the ICMPD *IBM Silk Routes* project there. Initial discussions with LAF, BCC have been very positive and a more detailed written proposal will now be jointly drafted prior to submission to CiC for authorization. Like the project, LAF sees this as a significant step forward in developing its international profile as well as strengthening CTS' position as a centre of training excellence.

Difficulties encountered
The continuing economic, political and medical/sanitary instability make planning and implementation difficult.
Issues pertaining to ICMPD programme support (of direct relevance to the project)
Planned activities
<ul style="list-style-type: none"><li>• 2/11: ISO EOMS practical training</li><li>• 2-6/11: Colocation/beta-testing/TNA visit @ CTS</li><li>• 9-13/11: Second ISO 21001 audit @ CTS</li><li>• 10/11 – 14/12: ICDL Access @ CTS (part-time)</li><li>• 11/11: ISO internal auditors course</li><li>• TBA: <i>English for Border Management Trainers</i> @ Online</li></ul>





### Monthly Report

Period of Report	From	1 July, 2021	To	31 July, 2021
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Beneficiaries	<ul style="list-style-type: none"> <li>- Lebanese Armed Forces (LAF)</li> <li>- Lebanese Internal Security Forces (ISF)</li> <li>- Lebanese Directorate General of the Security General (GS)</li> <li>- Lebanese Customs Administration (LCA)</li> <li>- Lebanese Directorate General for Civil Defence (LCD)</li> </ul>		
Project Titles	Netherlands Assistance to Lebanese Border Agencies Lebanon		
Start Date	1 January, 2019	Duration	36 months
End Date	31 December, 2021		
Outline/list of implemented activities			
<ul style="list-style-type: none"> <li>• 28/6-2/7: <i>Train the Trainers Award</i> (EQF accredited) @ online</li> <li>• 12-15/7: <i>ESS</i> @ Rafic Hariri International Airport</li> </ul>			
Narrative/descriptive reporting			
<p>This month started off on a positive note as the Action team received via diplomatic post a letter of thanks from <span style="border: 1px solid black; padding: 0 20px;">5.1.2e</span> of the KMar <i>Identity Fraud and Documents Centre of Expertise and ID Desks</i> (ECID) for the successful and first-time implementation of the blended <i>Advanced Document Security</i> course (DOC A) jointly created and delivered by KMar, IDcentre, the CTS and the Action. Coincidentally, the Action also received a letter of thanks from LAF's Commander in Chief for its support to the CTS, highlighting and lauding the joint ICMPD-LAF training mission held this year in Iraq.</p> <p>28/6-2/7 The fifth of the series of EQF level 4 <i>Train the Trainer</i> courses was delivered to an interagency audience of nine (9) participants from LAF (2), ISF (3), GS (2), and State Security (2). Although arranged for ten (10) participants, one (LAF) failed to attend and was subsequently removed. Of the remaining nine (9), eight (8) successfully graduated while one (1) participant from State Security failed the assessment.</p> <p>12-13/6 &amp; 14-15/6 Two (2) <i>Essential Security Skills (ESS)</i> courses were held consecutively by an interagency training team from CTS and State Security to LAF's <i>Guarding and Defense of Rafic Hariri International Airport Battalion</i> thus completing the contracted number of courses. The final batch was delivered to a total of twenty-nine (29) staff members who reported their satisfaction. The completion of these courses brings the total number of trained staff to over 140, and highlights the need for continuing professional development and the value of needs-based, quality-assured training, not only at the Battalion level but also for LAF generally. The commander of the Battalion</p>			



expressed once again his gratitude towards the Action and the School that swiftly accommodated his training request and looked forward to a continued cooperation between all parties involved.

27/7 A follow-up meeting was held between the Action, The Netherlands' Embassy, LAF's Deputy Chief of Staff for Planning, and the Border Control Committee to discuss the continuation of the Action into a fifth phase, currently being planned. The meeting tackled relevant areas of interest/needs of the LAF that will be subsequently fed back into the concept note. This collaborative approach between donors, ICMPD, and partners, means that the new phase would be suitably tailored.

The LBR TNA document led by the Training School has been drafted. Compiling the overall responsibilities and needs of the regiments the document provides a solid analysis of the current situation.

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As such it is proposed that it be used as the basis for a more detailed analysis to be conducted in 2022 when the other agencies' TNAs have been completed (supported by the EU-funded IBM project) and international assistance to the School has been clarified.

An *Advanced Interviewing Techniques* (INT A) course targeting LAF second-line investigators from the Military Police and Intelligence is currently being developed. Although not planned before Q4, a suitable training provider has been selected and a meeting with a LAF Military Court prosecutor is being scheduled during the month of August. The meeting hopes to elucidate the investigative realities of the Lebanese context to better tailor the course.

Two (2) foundation-level trainer manuals were written this month: a 'First Responders' Core Curriculum' and an 'Imposters' and Documents Core Curriculum'. Developed in collaboration with/for LAF, they offer practical guidance on essential skills needed by military 1<sup>st</sup> responders, and tackle topics like initial investigations, border crimes, investigative interviewing, search of persons and vehicles, behavioural analysis, in addition to document examination and imposture detection. Designed in a modular fashion, courses can be delivered as individual sessions or as part of wider courses. Actual publication will take place in August.

Experts from the Royal Netherlands' Marechaussee (KMar) are currently discussing the feasibility of delivering two Advanced Trafficking in Human Being courses to 2<sup>nd</sup> line investigators from LAF. Although KMar have already expressed their commitment to the courses, an official decision regarding their deployment to Lebanon is still pending.

Regarding procurement:

- The refurbishment works of the CTS' entrance is progressing with completion still expected in August.

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5.1.2a

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