



Solar Water Heater – Beirut

5/27/2019

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Solar Water Heater – Baalbek

5/27/2019

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-Based on the above, the solar water heating system shall be executed as follows:

2 x 1000 Liter Vertical Hot Water Tanks installed on the upper roof of the main building will be heated by 24 Solar Collectors of 2.5 m² and distribute the hot water to the existing 5x200L hot water tanks, thanks to the individual return circulator with its differential controller.

5/27/2019

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System 3: Bill of Quantities (BOQ) SWH System for The Main Building



System 3 - Main Building - Solar water heater.dwg

System 3 - B.O.Q.xlsx

5/27/2019

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THANK YOU FOR YOUR ATTENTION



5/27/2019

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Project Concept Note: Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM)

DRAFT

| | |
|----------------------------|--|
| Title of the action: | Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) |
| Location(s) of the action: | Republic of Lebanon |
| Implementing agency | International Centre for Migration Policy Development (ICMPD) |
| Duration of the action: | 1/12/2018 to 30/11/2021 (36 months) |
| Budget: | EUR 1,800,000 |
| Beneficiaries | <ul style="list-style-type: none"> • Lebanese Armed Forces (LAF) • Lebanese Internal Security Forces (ISF) • Lebanese Directorate General of Security General (GS) • Lebanese Customs Administration (LCA) • Lebanese Directorate General for Civil Defense (LCD) |
| Objectives of the action: | <p>Overall objective: To support the effective establishment of the LAF Land Border Regiment Central Training Centre, 5.1.2a (CTC) as an IBM border management training centre of excellence.</p> <p>Specific objectives:</p> <ol style="list-style-type: none"> 1. To support the establishment of professional standards and operating practices within Lebanese border management training; 2. To contribute to Lebanon's border training infrastructure and equipment; 3. To improve access to, and quality of, training for border staff; 4. To improve intra-agency, inter-agency and international training coordination in Lebanon |

1.1. RATIONALE AND BACKGROUND OF THE ACTION

1.1.1. Background

It is through professional training and the effective transfer of necessary knowledge, skills and attitudes that the ability of staff to competently conduct their jobs is assured. Without training negative attitudes and beliefs go unchallenged, equipment remains unused, underperforming personnel never improve nor potentially exemplary staff ever emerge. Training is the driving force behind any agency's achievement of professionalism.

Formal training institutions such as academies, schools and training centres allow agencies to ensure that such education is standardised and in line with official best practices. Where training is standardised within an agency (intra-agency), it can be more easily and effectively standardised across several agencies (inter-agency), leading to harmonised operational practices and outputs. When a state's agencies all share training standards, content and therefore operational capabilities, international cooperation can occur. Functional integrated border management (IBM) therefore relies heavily on efficient training.

In the case of Lebanon, the lack of suitable training institutions has frustrated the sustainable integration of border management subjects into routine practise, not only hampering individual agencies' efforts to improve but also effectively undermining wider progress towards IBM.

Whereas some agencies do possess well-established training institutions, such as LAF and ISF, due to traditional perceptions of their roles in this field these have extremely limited, if any, focus on border management issues.

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This situation has now changed with the establishment by LAF of the Land Border Regiment Central Training Centre (CTC) based in 5.1.2a on the eastern border. Following the establishment of the four Land Border Regiments and the securing of the national border, LAF identified the need to not only establish a regional training centre that is accessible to those border staff but that is also competent to deliver training in border/migration subjects. Sited on 5.1.2a airbase the CTC began functioning in March 2018 (with the first ever training held being a joint LAF-Netherlands component *Imposters & Documents* (ID) course), with its official opening scheduled for May. The Centre currently consists of a main training building

which, refurbished through EU funding, possesses offices, training rooms and student accommodation. Following LAF's request that its two main military training assistance donors (UK and US) relocate their operations to the CTC, the UK is beginning construction of extensive tactical training facilities to include a training village, IDP camp, enclosed compound, Forward Operating Base (FOB), Protected Border Observation Post (PBOP) and Border Crossing Point attached to the Centre. Managed by LAF, and despite its official name, the CTC's role is however not limited to providing military training to its own staff with a clear inter-agency and international remit also expected of it. The commitment to do this has been reiterated both by CTC management and central, BCC command.

The goal of the CTC is to become the principal border training centre of excellence able to sustainably provide training solutions to LAF and others in the entire region. The CTC will not only provide and/or host training at its permanent site but will also coordinate mobile training teams who will deliver training in the field. The significance and potential of the CTC cannot therefore be underestimated.

The CTC faces substantial challenges however. Despite the CTC's physical size current staffing is limited with only 5 officers (including the commander) and 2 full-time trainers due to be deployed initially.

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1.1.2. Rationale of the Action

Because of the unique role that the CTC will have in the development of Lebanon's efforts to professionalise its border agencies, it is considered an ideal focus for assistance. By concentrating efforts on a single unit and location, the Action's resources can be more effectively deployed and activities pursued, progress more easily monitored and clearer results achieved. These results will not be limited to one agency (LAF) either with all the state agencies ultimately benefiting from progress made.

Very importantly, this Action has been designed in close cooperation with LAF and the CTC staff. The Action's four specific objectives and the majority of the individual activities planned have been agreed to by LAF and are already incorporated within the CTC's draft '*Future Plan 2018-2021*' strategic document that outlines its development goals for the first three years. This undeniably demonstrates LAF's ownership and serious commitment to achieving success completely in line with the Action's proposals.

The Action benefits from the successful relationship that already exists between LAF (and especially the staff of the CTC) and the Netherlands, and builds on the progress made under previous Actions, such as the *Netherlands Assistance to Lebanese Border Agencies (IBM) phases 1-3*. However, the proposed Action should not be seen solely as a continuation of that work as it innovatively blends the improvement of operational capabilities with the introduction of modern approaches such as environmental responsibility and gender sensitivity.

1.1.3. Overall purpose and context of the Action

The Action aims to support the establishment of the CTC as an '**IBM centre of training excellence**' by incorporating the highest standards of management; innovative training design, delivery and evaluation; rights-based and gender-sensitive approaches; environmental management; and social responsibility.

Complementing ongoing efforts of all the border agencies to develop border management capabilities, the development of the CTC along these lines will simultaneously:

- improve access to, and the quality of, training available and therefore facilitate operational progress, especially in the field of investigations;
- minimise the environmental footprint of the CTC;
- demonstrate the success and value of rights-based and ethical methods of operation that will serve as a model for others.

All activities will emphasise ownership and sustainability.

1.1.4. Direct beneficiaries of the Action

The key beneficiary will be the Lebanese Armed Forces (LAF) including not only the CTC but also BCC, Land Border Regiments, Intervention Regiments, Military Police and the Directorate of Education.

Additional beneficiaries will be:

- Lebanese Internal Security Forces (ISF)
- Lebanese Directorate General of Security General (GS)
- Lebanese Customs Administration (LCA)
- Lebanese Directorate General for Civil Defense (LCD)

1.2. METHODOLOGY

1.2.1. Outputs of the Action

The Action will pursue four core outputs:

1. **Professional Institutional Development.** The establishment of professional management, training and operating practices comparable with recognised global standards. Responsible environmental and gender-sensitive policies will be particularly prioritised;
2. **Infrastructure and Equipment.** The availability of suitable infrastructure and equipment to not only function effectively as a training centre but also to implement a sustainable environmental policy that reduces waste and fossil fuel use, establishes renewable energy sources and promotes recycling. Thus, activities are considered under three categories:
 - a) **Improving training access** through improved site facilities, the introduction of mobile training teams and the establishment of distance learning;

- b) **Increasing training quality** through the integration of relevant technologies such as computer-based training (CBT), reality-based training and the establishment of electronic databases and libraries;
 - c) **Improving environmental management** by providing access to renewable energy sources in combination with improved waste-management and energy-efficiency.
3. **Border Training Excellence.** Increased access to, and quality of, training for regional border staff with an emphasis on Military Police and those with investigative roles;
 4. **Integrated Border Management.** Improved intra-agency, inter-agency and international training coordination.

1.2.2. Indicative activities of the Action

The activities conducted to achieve each of the four core outputs will indicatively include, but not be limited to:

1. Professional Institutional Development

Promoting CTC operation in accordance with relevant best practises and to acknowledged international industry standards. Including compliance with relevant management and training practices this will also aim to introduce responsible policies on gender sensitivity, energy management, health and safety and social responsibility.

Indicative Activities:

- **Support to establish CTC strategies and policies.** Guidance (discussion, written and/or training) to ensure the establishment and effective implementation of suitable planning documents. These will indicatively include:
 - **Institutional Development Strategy:** outlining the CTC's strategic goals and methods for reaching them.
 - **Environmental Management Strategy:** implementing renewable energy use, energy efficiency measures, waste reduction and recycling initiatives.
 - **Visibility Strategy:** detailing how the CTC will raise awareness of its work, as well as that of its partners and donors
 - **Gender Sensitivity Policy:** establishing gender sensitive approaches into the CTC's work
 - **Health and Safety Policy:** formalising safety measures to ensure the well-being of staff, students and visitors
 - **Social Responsibility Policy:** implementing measures that promote accountability, transparency, ethical behaviour and respect for human rights, rule of law, stakeholder interests and international norms
- **Guidance on organisational revisions to CTC structure.** Guidance (discussion, written and/or training) on the goals, structure, procedures and Human Resource practices of training institutions, academies and schools in tandem with lobbying for their application to the CTC. These activities will aim to ensure the establishment of a

suitable organisational structure which that is staffed by well-selected personnel who function to fair and clear procedures;

- **Support to obtain industry standards certification.** Facilitating the process of identifying, complying with and obtaining accreditation in relevant industry standards such as those of the International Organization for Standardization (ISO);
- **Support to initiatives under the CTC 'Environmental Management Strategy'.** This is expected to include the development of waste reduction, recycling and energy efficiency policies and awareness-raising initiatives.
- **Support to initiatives under the CTC 'Visibility Strategy'.** These will indicatively include:
 - producing posters, banners etc.;
 - publishing fact-sheets to be distributed via training and other events;
 - providing information/images for inclusion on official LAF websites;
 - developing a line of branded visibility items that promote the CTC;
 - creating promotional videos;
 - organising CTC-hosted days when schools, Lebanese state bodies, local communities, foreign representatives etc. are invited to visit the CTC to learn more about its work;
 - cooperating/coordinating with CIMIC activities
- **1 x Training Needs Analysis (TNA) for CTC staff.** Conducting a detailed, evidence-based assessment of the training needs of CTC staff from managers to administrative support personnel. Based on this staff development can be more efficiently ensured.
- **3 x Study Visits.** Travel to suitable European (ideally the Netherlands) locations to observe best practices and/or innovations in institutional training systems used in modern border management;
- **3 x Study Visit Development Plan Workshops.** Following each study visit, workshops to clarify findings and explore how these can be implemented by CTC will be held. This is intended to reinforce the learning outcomes of the visits as well as to strengthen practical planning habits;
- **2 x First Aid courses.** These courses will be delivered to CTC personnel to ensure that they can provide initial medical care to staff, visitors or students thus complying with their duty of care as a professional training body;
- **1 x Management course.** Training for CTC managers on expected professional standards and management techniques;
- **1 x IT Security course.** Informing CTC personnel of safe and responsible IT use rules;
- **1 x Gender sensitivity course.** Introducing gender sensitivity, its definition, benefits and application to CTC staff;
- **3 x Postgraduate/ Further Education courses.** Providing CTC staff with recognised academic and/or industry training and qualifications in appropriate subjects these

courses will be provided by accepted further education providers either within or outside of Lebanon;

- **3 x Training of Trainers (ToT) courses.** Either generic (not tied to a particular subject) or specialist (focused on training methods for a specific subject). Continuing the successful courses conducted previously, these advanced courses of 10-12 days provide participants with the knowledge and skills required to competently plan, prepare, present and evaluate training. Jointly delivered with subject-experts and guest speakers as necessary, successful graduates are able to function to recognised professional levels. The courses are run on a strict pass/fail basis. Following graduation successful participants will be monitored to ensure their continued competence.

Expected results of core output 1:

1. The CTC functioning in accordance with relevant modern best practices and international industry standards;
2. The establishment of clear, responsible strategic plans and policies for the CTC which will form the sustainable base for the future;
3. Increased awareness of the CTC within the LAF and by other border management stakeholders;
4. The establishment of responsible environmental management.

2. Infrastructure and Equipment

Providing necessary technical resources to improve the centre's outputs in improving training access; increasing training quality; and improving environmental management. This will be achieved either by direct procurement of necessary infrastructure/equipment by the Action or through the development of cooperation agreements/MoUs with others to share access (as per IBM best practise guidelines).

Indicative Activities (pending budget confirmation and equipment needs analysis):

Training Access

- **Procurement for onsite facilities.** This may include equipment such as external and internal signage, internet access, refurbishment/improvement of training rooms/offices (including the creation of a conference room), video cameras, projectors, screens etc.;
- **Procurement for mobile training.** Equipment to improve the ability to deliver decentralised training to field locations that may include mobile, self-powered laser projectors, UPSs, mobile video cameras;
- **Procurement for distance learning development.** This will be focused on technology that can facilitate the provision of distance learning by CTC. Indicative equipment would include internet access, LED screens, conference call facilities,

mobile video cameras (for recording lectures that can then be disseminated to a wider/repeated audience via distance learning).

Training Quality

- **Procurement for onsite facilities.** This may include items such as wireless networks, computer-based training (CBT) hardware/software packages and archiving software.
- **Obtain MILO access.** Develop an MoU with the Directorate of Education for access to the existing regional Multiple Interactive Learning Objective (MILO) shooting simulator and create new judgement and de-escalation scenarios relevant to border incidents.
- **Creation of interactive training scenarios that maximise use of facilities such as the ‘training village’.**
- **Development of an ‘E library’.** This would include archived lesson plans and training material, student reference information etc.

Environmental Management

The unreliable and overloaded Lebanese electricity network causes significant operational problems for the CTC, with routine power cuts of indeterminate length and regular fluctuations of current that damage or destroy equipment. Reliance on the national power system is therefore not only undesirable but also financially costly and environmentally damaging. The introduction of sustainable energy solutions through access to renewable energy sources in combination with energy-efficient use is in line with the official LAF policy as stated in ‘The Sustainable Energy Strategy of the Lebanese Armed Forces’. This strategy aims by 2030 to source 15% of LAF’s power and heat demand from renewable energy sources in combination with a 3% reduction in demand through energy efficiency.

Despite not being included in the LAF’s current plans for renewable energy, the CTC has independently begun implementing energy efficient measures such as the use of LED lighting, inverter air conditioning units and prioritizing the use of power-efficient electronic devices. The Action proposes the procurement and installation of systems for the CTC that will not only far exceed the LAF’s overall targets but also expand their positive environmental impact into additional areas.

Procurement costs will be minimised by using the LAF Directorate of Engineering for installation works.

Activities in this area will be guided by, and intrinsically linked to, the ‘Environmental Management Strategy’ developed for the centre (core output 1, above).

- **Procurement of solar power system.** Details will be based on advice from LAF Directorate of Engineering and UNDP who have successfully completed several solar energy systems for LAF. The resultant system however will be capable of gathering, storing and supplying sufficient electricity to ensure continuous power to the CTC and its facilities (including the training village). The system will combine roof-top

photovoltaic solar panels linked to storage batteries with a solar water heating system of sufficient size to supply all residents with hot water.

- **Procurement of waste recycling equipment.** This may include equipment such as bins/storage and vermiculture or traditional composting items.
- **Procurement of bicycles.** Providing the CTC with bicycles will enable most of the routine journeys undertaken during the day to be completed in as environmentally friendly but practical a way as possible.

Expected results of core output 2:

1. The existence of sufficient and suitable infrastructure and equipment that improves training access and quality;
2. The establishment of responsible environmental management.

3. Border Training Solutions

Ensuring that the CTC is able to sustainably provide training in relevant subjects based on competent needs analyses. Focused on subjects defined by the Border Guard Curriculum and those that develop the Military Police, full training material will be sourced/developed and the quality of its continued delivery by LAF and other trainers assured. Professional skill-sets that directly facilitate the integration of modern, accountable approaches to border management (such as gender-sensitivity, ethical interviewing and protection) will be prioritised. Excellence in particular training specialisms will also be promoted.

- **1 x Training Needs Analysis for border staff.** Conducting a detailed, evidence-based assessment of the training needs of priority border staff;
- **Update of the Border Guard Curriculum.** Based on the TNA (above) findings the Border Guard Curriculum will be revised;
- **Training material drafting.** Lesson plans, reference material and teaching aids will be drafted or updated in partnership with CTC. Where practical these will be compiled in manuals.
- **The sustainable ownership of Document Security training will continue in tandem with the pursuit of increasing levels of expertise.** This will include the delivery of:
 - 6 x Monitored Imposters and Documents (ID) or Foundation Document Security (Doc F) courses;
 - 6 x Essential Border Skills (EBS) courses;
 - 1 x Advanced Document Security (Doc A) course;
 - 1 x Expert Document Security (E-Doc) Masterclass;
- **Border Investigations training will be developed as a specialist subject for CTC.** This will include the delivery of:
 - 4 x Foundation 1st Responder (Res F) courses;

- 4 x Foundation Interview Techniques (Int F) courses;
 - 4 x Foundation Criminal Investigations (Crim F) courses;
 - 4 x Foundation Trafficking in Human Beings (THB F) courses;
 - 2 x Advanced Interview Techniques (Int A) courses;
 - 2 x Advanced Trafficking in Human Beings (THB A) courses
- **2 x Foundation Border Police Professional Standards (Prof F) courses.** Short courses that introduce professional standards as employed by EU and others, and their application to the Lebanese context;

Expected results of core output 3:

1. A Border Guard Curriculum based on actual needs;
2. The existence of standardised training material;
3. The development of core border skills amongst operational staff

4. Integrated Border Management.

Activities will emphasise the coordination and joint approach aspects of IBM. The role of the CTC as a multi-agency facility will be promoted through the introduction of coordination mechanisms with other agencies and international donors, partnerships with relevant academic and training institutions and the proactive inclusion of, and cooperation with, other agencies in training activities.

- **Development of intra-agency, inter-agency and international training cooperation agreements;**
- **3 x Modern Border Management public lectures/workshops highlighting joint areas of concern.**

Expected results of core output 4:

1. Improved intra-agency, inter-agency and international cooperation.

1.2.3. Project stages

The project will be divided into three stages:

- **Inception (2 months).** Principally a preparatory phase where the project management structure and action planning will be fine-tuned, this will not however preclude the delivery of activities prior to the official implementation phase.

- Implementation (32 months). Activities designed to complete the agreed objectives will be implemented. These will be both planned and ad hoc activities introduced on the basis of ongoing reviews.
- Finalisation (2 months). The conclusion of activities and preparation of relevant reporting.

1.2.4. Implementation mechanism

Without undermining any principles of acceptable modern border management, the Action will remain sensitive and responsive to the specific Lebanese context, ensuring that activities are always relevant and suitably targeted.

Implementation will be managed through the use of the in-house expertise of the project team routinely co-located to the CTC and complemented by the deployment of short-term experts primarily drawn from Netherlands' state agencies including the Royal Netherlands Marechaussee (KMar) and Netherlands National Police and trusted commercial providers such as IDcentre and Lebanese University. Additional sources of expertise will be proactively sought in response to specific needs as they arise.

Although LAF personnel will be prioritised for all activities where practical other agencies will also be actively encouraged to participate.

Although assuming a lead position in the support to the CTC, the Action will ensure that possibilities for cooperation with other donors and projects will be pursued where relevant to maximise benefits to the beneficiaries and to reiterate the concept of integrated border management. Key to this will be the coordination of activities with ICMPD's other IBM Lebanon projects such as the planned assistance funded by the EU, Swiss State Secretariat for Migration and the Danish Ministry of Foreign Affairs as well as those activities conducted by non-ICMPD actors including the British and US militaries.

The Action will be implemented as a separate and independent initiative, albeit in close cooperation and coordination with likeminded initiatives such as the EU-funded IBM Lebanon programme as well as similar initiatives supported by EU Member States.

The overall management of the project will be based at ICMPD Headquarters in Vienna, with on-the-ground implementation undertaken by the ICMPD Lebanon office with the following team structure:

- **Project Manager**– day to day management with responsibility for smooth implementation in Lebanon
- **Project Officer** - supports the Project Manager in the implementation of the Action (including on content and operational aspects)
- **Project Assistant (Language & Administration)** – conducts necessary administrative duties related to the project and acts as primary interpreter/translator for activities

- **Finance Assistant** – conducts necessary financial duties and administration related to the project
- **Short Term Experts (STEs)** – to deliver targeted technical assistance (to be detailed in the Action's full proposal)

Implementation will be strengthened through the regular co-location of project staff to the CTC

Project Concept Note: Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – Phase 4

Summary

| | |
|----------------------------|--|
| Title of the action: | Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – Phase 4 |
| Location(s) of the action: | Republic of Lebanon |
| Implementing agency | International Centre for Migration Policy Development (ICMPD) |
| Duration of the action: | 1/1/2019 to 30/6/2021 (30 months) |
| Budget: | EUR |
| Beneficiaries | <ul style="list-style-type: none"> • Lebanese Armed Forces (LAF) • Lebanese Internal Security Forces (ISF) • Lebanese Directorate General of Security General (GS) • Lebanese Customs Administration (LCA) • Lebanese Directorate General for Civil Defense (LCD) |
| Objectives of the action: | <p>Overall objective: To support the effective establishment of the LAF Land Border Regiment Central Training Centre, 5.1.2a (CTC) as an IBM border management training centre of excellence.</p> <p>Specific objectives:</p> <ol style="list-style-type: none"> 1. To support the establishment of professional standards and operating practices within Lebanese border management training; 2. To contribute to Lebanon's border training infrastructure and equipment; 3. To improve access to, and quality of, training for border staff; 4. To improve intra-agency, inter-agency and international training coordination in Lebanon |

1.1. RATIONALE AND BACKGROUND OF THE ACTION

1.1.1. Background

It is through professional training and the effective transfer of necessary knowledge, skills and attitudes that the ability of staff to competently conduct their jobs is assured. Without training negative attitudes and beliefs go unchallenged, equipment remains unused, underperforming personnel never improve nor potentially exemplary staff ever emerge. Training is the driving force behind any agency's achievement of professionalism.

Formal training institutions such as academies, schools and training centres allow agencies to ensure that such education is standardised and in line with official best practices. Where training is standardised within an agency (intra-agency), it can be more easily and effectively standardised across several agencies (inter-agency), leading to harmonised operational practices and outputs. When a state's agencies all share training standards, content and therefore operational capabilities, international cooperation can occur. Functional integrated border management (IBM) therefore relies heavily on efficient training.

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This situation has now changed with the establishment by LAF of the Land Border Regiment Central Training Centre (CTC) based in [5.1.2a](#) on the eastern border. Following the establishment of the four Land Border Regiments and the securing of the national border, LAF identified the need to not only establish a regional training centre that is accessible to those border staff but that is also competent to deliver training in border/migration subjects. Sited on [5.1.2a](#) airbase the CTC began functioning in March 2018 (with the first ever training held being a joint LAF-Netherlands component *Imposters & Documents* (ID) course), with its official opening scheduled for May. The Centre currently consists of a main training building which, refurbished through EU funding, possesses offices, training rooms and student accommodation. Following LAF's request that its two main military training assistance donors (UK and US) relocate their operations to the CTC, the UK is beginning construction of extensive tactical training facilities to include a training village, IDP camp, enclosed compound, Forward Operating Base (FOB), Protected Border Observation Post (PBOP) and Border Crossing Point attached to the Centre. Managed by LAF, and despite its official name, the CTC's role is however not limited to providing military training to its own staff with a clear inter-agency and international remit also expected of it. The commitment to do this has been reiterated both by CTC management and central, BCC command.

The goal of the CTC is to become the principal border training centre of excellence able to sustainably provide training solutions to LAF and others in the entire region. The significance and potential of the CTC cannot therefore be underestimated.

The CTC will face substantial challenges however. Despite the CTC's physical size current staffing is limited with only 5 officers (including the commander) and 3 full-time trainers due to be deployed initially.

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1.1.2. Rationale of the Action

Because of the unique role that the CTC will have in the development of Lebanon's efforts to professionalise its border agencies, it is considered an ideal focus for assistance. By concentrating efforts on a single unit and location, resources can be more effectively deployed and activities pursued, progress more easily monitored and clearer results achieved. These results will not be limited to one agency (LAF) either with all the state agencies ultimately benefiting from progress made.

Building on the close and successful relationship already existing between LAF (and especially the staff of the CTC) as well as others and the Netherlands, the Action is seen as a natural progression of previous assistance delivered by the *Netherlands under the Netherlands Assistance to Lebanese Border Agencies (IBM) phases 1-3*. The progress made under those phases in integrating border issues into routine training can be more firmly consolidated and greater impact achieved.

Although assuming a lead position in the support to the CTC, the Action will ensure that possibilities for cooperation with other donors and projects will be pursued where relevant to maximise benefits to the beneficiaries and to reiterate the concept of integrated border management. Key to this will be the coordination of activities with ICMPD's other IBM Lebanon projects such as the planned assistance funded by the EU, Swiss State Secretariat for Migration and the Danish Ministry of Foreign Affairs as well as those activities conducted by non-ICMPD actors including the British and US militaries.

1.1.3. Overall purpose and context of the Action

The Action aims to support the establishment of the CTC as an IBM centre of training excellence for the borders. Complimenting ongoing efforts of all the border agencies to develop border management capabilities, the development of the CTC will improve access to, and the quality of, training available and therefore facilitate operational progress.

1.1.4. Direct beneficiaries of the Action

The key beneficiary will be the Lebanese Armed Forces (LAF) including not only the CTC but also BCC, Land Border Regiments, Intervention Regiments, Military Police and the Directorate of Education.

Additional beneficiaries will be:

- Lebanese Internal Security Forces (ISF)
- Lebanese Directorate General of Security General (GS)
- Lebanese Customs Administration (LCA)
- Lebanese Directorate General for Civil Defense (LCD)

1.2. METHODOLOGY

1.2.1. Outputs of the Action

The Action will pursue four core outputs:

1. The establishment of professional management and training standards and operating practices within the CTC;
2. The availability of suitable training infrastructure and equipment;
3. Increased access to, and quality of, training for regional border staff;
4. Improved intra-agency, inter-agency and international training coordination.

1.2.2. Broad activities of the Action

The Action aims to support the CTC's development by offering assistance across four cross-cutting themes:

1) Professional Institutional Development.

Promoting CTC operation in accordance with relevant best practises and to acknowledged international industry standards. Including relevant management and training practices this will also aim to introduce responsible gender policies.

2) Infrastructure and Equipment.

Providing necessary technical resources to improve the centre's outputs. This will include initiatives to increase **1)** training access for border staff through improved site facilities, the introduction of mobile training teams and the establishment of distance learning (including e-learning); **2)** training quality through the integration of relevant technologies such as computer-based training (CBT), reality-based training and the establishment of electronic databases and libraries; **3)** the introduction of sustainable energy solutions through access to renewable energy sources such as solar and wind in combination with energy-efficient use.

3) Border Training Solutions.

Ensuring that the CTC is able to sustainably provide training in relevant subjects based on competent needs analyses. Focused on subjects defined by the Border Guard Curriculum, full training material will be sourced/developed and the quality of its continued delivery by LAF and other trainers assured. Excellence in particular training specialisms will also be promoted.

4) Inter-agency and International Cooperation.

The role of the CTC as a multi-agency facility will be promoted through the introduction of coordination mechanisms with other agencies and international donors, partnerships with relevant academies and the proactive inclusion of, and cooperation with, other agencies in training activities.

1.2.3. Project stages

The project will be divided into three stages:

- Inception (2 months). Principally a preparatory phase where the project management structure and action planning will be fine-tuned, this will not however preclude the delivery of activities prior to the official implementation phase.

- **Implementation (26 months).** Activities designed to complete the agreed objectives will be implemented. These will be both planned and ad hoc activities introduced on the basis of ongoing reviews.
- **Finalisation (2 months).** The conclusion of activities and preparation of relevant reporting.

1.2.4. Implementation mechanism

The Action will be implemented as a separate and independent initiative, albeit in close cooperation and coordination with likeminded initiatives such as the EU-funded IBM Lebanon programme as well as similar initiatives supported by EU Member States.

The overall management of the project will be based at ICMPD Headquarters in Vienna, with on-the-ground implementation undertaken by the ICMPD Lebanon office with the following team structure:

- **Project Manager**– day to day management with responsibility for smooth implementation in Lebanon
- **Project Officer** - supports the Project Manager in the implementation of the Action (including on content and operational aspects)
- **Administrative, financial and language support team** (2-3 staff members)
- **Short Term Experts (STEs)** – to deliver targeted technical assistance (to be detailed in the Action's full proposal)

Implementation will be strengthened through the regular co-location of project staff to the CTC.

To: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl]
Cc: 5.1.2e 5.1.2e @minbuza.nl]
From: 5.1.2e
5.1.2e Thur 10/7/2021 5:08:26 PM
Subject: RE: Final proposal ICMPD
Received: Thur 10/7/2021 5:08:37 PM
[LAF Official Approval of Phase V English.pdf](#)
[Annex 2 Logframe NL IBM5 Lebanon.pdf](#)
[Description of Action NL IBM5 Lebanon.pdf](#)
[LAF Official Approval of Phase V English.pdf](#)

Dear 5.1.2e,

My pleasure.

Having consulted with my management, we're going to aim for the Monday deadline.

So, please find attached here the proposal and logframe as requested.

I'm also attaching the translation of the LAF letter of support in case it is of use. The original is available too obviously.

The budget and related docs will follow as soon as we can.

Right, I'd better get back to doing that then.

Cheers

5.1.2e

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

Sent: 07 October 2021 15:14

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

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

Subject: RE: Final proposal ICMPD

Dear 5.1.2e,

Thank you very much for the update, happy to hear about the positive signs of the LAF, great news!

As far as the budget, thanks for letting us know. It is of course a quite crucial part of the proposal, so I do not mean to rush (neither do I think it is wise to do so), but we are facing quite a bit of a time squeeze. If we are still looking at approval for a start in January, we actually should need the final proposal end of this week or Monday latest to be able to still send it in for discussion at headquarters. So I think you are best suited to decide what would be the best course of action

- Go ahead with the original idea on time-frame (approval by our ministry latest beginning of November, start of project in January). In this case, we need the full proposal Monday night latest. If possible I would like to ask you to already send the proposal/logframe already (no need for the official request letter right now) asap so I can share that. It does need to be the same as the final document

- Postpone the application process. This means we will aim for submission of the proposal to headquarters in the next round (most likely end of January), which will mean a delay to approximately March to start the project.

As mentioned, I do not mean to push and especially for the budget this of course needs to be done precise, so I fully understand whichever choice you decide on.

Best regards,

5.1.2e

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

Sent: donderdag 7 oktober 2021 04:54

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

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

Subject: RE: Final proposal ICMPD

Hi again 5.1.2e

An update for you. ☺

The feedback from the LAF was very positive with no changes to the text itself. A formal letter confirming their support is expected however we will not wait for that. I did add a sentence regarding their support to the Description of Action though.

Although the Description of Action and Logframe are complete, the budget is taking longer to finalise than hoped for.

Because it is the formal submission too, it takes us a little longer to get the various documents/signatures etc.

We are aiming for as soon as possible next week though.

I realise this may delay things and for that I'm sorry. If necessary we will delay the start of the project.

Cheers

5.1.2e

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

Sent: 28 September 2021 19:50

To: 00007; 5.1.2e <5.1.2e @icmpd.org>

1161063

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

Subject: RE: Final proposal ICMPD

Hi 5.1.2e,
Haha great, coming from years of living in Lebanon I am sure you can handle your share of chaos!
But good to hear things are on track re drafting the budget. And great timing that you're meeting with BCC tomorrow and fully agree with proposed message ☺ If we want a decision by beginning November, we should have a final proposal by beginning of October, so sometime in the course of next week. Hoping that works out but please let me know if things turn out otherwise.

Best regards,
5.1.2e
From: 5.1.2e <5.1.2e@icmpd.org>
Sent: dinsdag 28 september 2021 16:41

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

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

Subject: RE: Final proposal ICMPD

Hi 5.1.2e,
The move is complete chaos. ☺
Small steps though.
Yes, I am still leading on the development of the next NL phase.
A version of the draft was sent to LAF with no feedback thus far... I have a meeting with BCC tomorrow to discuss this and push them for a very quick response.
I will make it again clear that unnecessary delays now risk the chances of its successful acceptance and/or timely commencement.
Basically we can't afford to wait any longer.
Thanks for the details re documentation. We'll ensure that's followed.
Our finance section is already drafting the budget and I will cover the activity side of that. None of the requirements you've mentioned here are unreasonable and shouldn't pose too many problems.
I'll hopefully be able to give you more concrete feedback soon.

5.1.2a

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

Sent: 28 September 2021 14:51
To: 5.1.2e <5.1.2e@icmpd.org>
Cc: 5.1.2e <5.1.2e@minbuza.nl>

Subject: Final proposal ICMPD

Dear 5.1.2e,
Hope all is well in 5.1.2e and everything went smoothly with the move!
As you mentioned you will still be in the lead regarding the next phase (hopefully) of the Netherlands IBM support, I will gladly take you up on this and bother you a bit more with administrative questions and actions.
First of all I am not exactly sure what the status of the proposal is within the LAF and if you're currently waiting for that to finish to formally submit it to us. Maybe good for clarity: we currently consider the proposal in the discussion phase and not formally submitted to the embassy. This of course does not mean that work behind the scenes is not yet ongoing. For your information, once ICMPD feels ready to formally submit, the following:
-Please send the final proposal in PDF-format (including any annexes) to me and 5.1.2e
-Kindly add a cover letter requesting for the support. The letter should contain the total amount, title of the project, goal of the project (summarized) and should be signed
-Finally, please provide us with any formal document showing/re-confirming the proper bank information for ICMPD we should use once support has been formalized. This can be a bank statement or some other letter of proof.
Also, besides from the feedback we have already provided earlier, have received some further guidance on the way the budget should be structured from HQ. Looking at previous budgets I think ICMPD ticks most of the boxes, but just for clarity:
-The budget should be separated per output (so that budget connects clearly to proposal) and per year
-Within each output the costs are specified per category
-Budget-items are specified in terms of number of units and unit-price (where applicable).
-Total % of overhead is clearly specified as well as which types of costs are covered by overhead
-Please specify if and why (and I hope this shouldn't be an issue) the salaries are reasonable, looking at the sector and local circumstances
-Finally, although not applicable but it needs to be mentioned specifically, please add any other donor-financing that ICMPD 00007 receives for this project.

Hope this is all clear and looking forward to receiving the definitive proposal soon and we will take it to HQ in the latter half of October.

Best regards,

5.1.2e

5.1.2e

5.1.2e

Embassy of The Kingdom of The Netherlands
The Netherlands Tower 10th floor
Charles Malek Avenue
Ashrafieh | Beirut | Lebanon
M: +96 5.1.2e
5.1.2e@minbuza.nl



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

Focus of the Action:

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

Funded by:

The Government of The Netherlands

Implemented by:

**The International Centre for Migration Policy Development
(ICMPD)**

December 2021

| | |
|---------------------------------------|--|
| Title of the action | <i>Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V</i> |
| Location of the action | <i>Lebanon</i> |
| Initial duration of the action | 36 months (01/03/2022 – 28/02/2025) |
| Tentative budget | 2.5 Million Euro |
| Target Countries | Lebanon Initially regionally partnering with: <ul style="list-style-type: none"> • Iraq • Jordan |
| Beneficiaries | Lebanese and regional state migration actors |
| Overall Objective | To facilitate Lebanese border agencies' under the lead of the Lebanese Armed Forces (LAF) role as national and regional providers of expertise in order to strengthen regional border management capacities. |
| Specific Objectives | <ol style="list-style-type: none"> 1. To further professionalise border management education practices and capacities in Lebanon 2. To enhance national border management capacities 3. To specifically enhance security of maritime ports 4. To promote the role of women in migration vocational education 5. To increase regional access to contextualised border training opportunities 6. To foster sustainable inter-agency and regional communication and cooperation |

| | |
|---|--|
| Name of institution: | International Centre for Migration Policy Development (ICMPD) |
| Nationality of institution and date of establishment: | N/A, May 1993 |
| Legal status: | Inter-governmental organisation |
| Project focal point: | <p>Mr <input type="text" value="5.1.2e"/></p> <p><input type="text" value="5.1.2e"/></p> <p>International Centre for Migration Policy Development (ICMPD) Regional Coordination Office for the Mediterranean Development House 4A St. Ann Street Floriana, FRN9010 Malta</p> <p><input type="text" value="5.1.2e"/></p> <p>Email: <input type="text" value="5.1.2e"/>@icmpd.org Website: www.icmpd.org</p> |

1. Summary

Building on the successes of previous Netherlands-funded support, and as a natural evolution of that, the proposed Action will support the positioning of the Lebanese border agencies under the lead of the Lebanese Armed Forces (LAF) as effective national and regional providers of border management training and capacity development. In doing so, the Action will simultaneously enhance the professionalization of border management capacities within Lebanon, directly contribute to the development of national and regional states' border capacities, and facilitate closer functional regional cooperation. Such development continues to be essential to counter the ongoing threats to rule of law, health and economy caused by under-resourced and porous borders.

LAF has committed to act in this function however lacks the necessary support to do so.

Importantly, LAF has formally confirmed its support for this project proposal having been made aware of its content and has committed to ensuring its success.

Recognising the existing levels of competence within the leading agency, driven by the "Joint Leadership, Shared Responsibility" principle guiding the Migration Capacity Partnership approach promoted by ICMPD in the Southern Neighbourhood, the Action will partner directly with LAF and other state agencies (including the Internal Security Forces, State Security, General Security and Lebanese Customs Administration) to achieve these goals. Thus, a more collaborative methodology than the traditional donor-beneficiary dynamic will be pursued; positioning Lebanon as an active participant in providing solutions to its and its regional partners' border management challenges. This will involve the proactive use of experts and expertise within the agencies, adopting a fully participatory approach for needs identification and content creation, and a deliberate harmonisation of activities to local and regional sensibilities and needs. Redefining this relationship between donor and stakeholder will simultaneously allow a more effective, shock-resistant and sustainable impact across multiple states without any reduction in quality while further actively promoting the real-world benefits of EU and Netherlands' cooperation.

The Action will pursue this under three interlinked components respectively at intra-agency, interagency and international levels.

The first will be the continued development of the LAF, Land Border Regiments' Training School. Whereas significant progress has been made at the School primarily through Netherlands-funded assistance, it remains a very young institution that needs continued support if it is to sustainably consolidate and further extend that progress. Its role as the primary border management educational facility for LAF and all security agencies makes it invaluable to any coherent training solutions.

The second will be the provision of training and support to the Lebanese agencies either using external sources or in partnership with Lebanese actors (including the Training School) themselves. A particular focus of this will be on maritime port security. The devastating Beirut Port explosion of August 2020 created a need to rebuild the port both in physical but also institutional terms – revising practices and competences to more adequately ensure security and safety.

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The third component will be supporting LAF to export its training and knowledge regionally so that partner countries can benefit. With a history of already doing so, such as the training conducted by LAF for Iraqi state border actors in March 2021, this will open valuable additional streams of assistance for these countries in formats more closely aligned to their own situational and cultural realities. Potentially encompassing all forms of learning including training, study visits, exchanges and dialogue fora, activities will involve operational and strategic as well as educational units.

Two initial countries (Jordan and Iraq) have been identified as regional partners based on assessed needs, previous successful training collaborations with Lebanon, migration strategic importance, level of engagement with Europe and specifically The Netherlands in terms of cooperation on migration, state of progress and prospect in terms of development of capacities, degree of strategic and operational cooperation with ICMPD and feasibility of conducting sustainable activities. Remaining flexible and responsive to emerging needs and contexts the Action may include new and/or amend existing states it cooperates with.

In summary, the Action will pursue a single **Overall Objective**:

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

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

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

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

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

2. Context

2. Action-specific Context

2.1. Lebanon and the Lebanese Armed Forces

The ongoing severe economic, health and political situation in Lebanon including the scarcity of essential commodities, significantly magnifies this, generating additional irregular/illegal supply/demand and drastically limiting agencies' responses including undermining motivation.

Lebanon's particular geographic and strategic position means that events there have direct 'knock on' migration, crime, terrorism, health, socio-political and economic effects on both regional and EU states.

LAF is key to comprehensive border management solutions both because of its broad remit and powers as well as its status and reputation. LAF is the most senior of the security agencies as well as being the largest by far. In addition to its core military responsibility LAF is assigned to the surveillance and control of land and maritime borders and assumes the lead investigative role for green border irregular migration, investigating cases and either referring or processing them as necessary. It plays a dominant role specifically in the control of the green borders, including the joint activities taking place in the framework of the Common Border Force (CBF) in the north and maintains a strong presence in the south, along the border with Israel.

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has earned it a reputation for impartiality and professionalism. This reputation extends beyond its borders with regional states acknowledging LAF as a reliable and competent partner.

More recently this has also encompassed border management practices and specifically its integration of rights-based and effective migration management competences into training has increased exponentially. This has been most obviously influenced by the establishment of the Land Border Regiments' Training School, specifically charged with the delivery of migration management subjects not only within LAF but also on inter-agency and international levels. Located on the eastern border this centre, it operates to a good level of professionalism, being the first in the country to obtain international quality assurance accreditation both as an institution (ISO 21001:2018) as well as for its trainers (EQF-pinned pedagogical qualifications and is currently directly involved in the design and delivery of nearly thirty migration management specific training modules and courses).

In line with modern educational standards, the Training School has strived to also develop itself as a role model for best practices in vocational education more generally. In addition to a move towards learner-focussed methodologies this has involved the adoption and promotion of core values that emphasise educational institutes' role as a driver for change in issues beyond pure education such as environmental and social responsibility.

This combination of pedagogical and subject matter expertise, international certification and a pioneering approach to issues beyond purely the didactic make the Training School an ideal vehicle for promotion to a wider audience. Already the Training School's training is much sought after, not only by its sister agencies but also by others within Lebanon and regionally. As such, LAF holds an important position within the educational framework for migration practitioners

In addition to the Training School, LAF is the leading example in the region of a traditional border security agency that has increasingly incorporated EU-aligned, rights-based migration management principles and practices. This is especially true with regard to its work at the land borders as embodied by the Land Border Regiments. Functioning simultaneously as a defensive military force and a border guard, the regiments have increasingly adopted and applied positive models demonstrating how rights-based approaches can not only exist alongside but actively contribute to effective border tasks.

5.1.2a

Whereas the framework for and feasibility of regional cooperation exists, no suitable project exists able to support this.

The Action aims to address these gaps; on the one hand consolidating and expanding the impressive progress already made within Lebanon while simultaneously establishing sustainable, partner-led intra-regional collaboration which will provide a solid foundation for continued dialogue and cooperation.

2.2. Previous Netherlands' Assistance to Lebanese Border Agencies Lebanon (IBM) – phases 1-4

The Action represents a valuable continuation and logical evolution of previous assistance provided by The Netherlands. Operating through ICMPD since January 2015 projects have provided support that has included training, workshops, conferences, study visits and international exchanges to over **4,300 participants** and donated more than **€300,000 in infrastructure and equipment**.

This has expanded to the point where The Netherlands is now firmly established as a key, trusted and necessary partner for LAF and the other security agencies. Results achieved include significant improvements in tactical and non-tactical border management competences; the rise of a professionalised border management educational approach complete with enhanced physical, human and knowledge resources and; the establishment of sustainable intra-agency, inter-agency and international cooperation.

2.3. EU context

The long-term evolution of international assistance is an important consideration. Increasingly, actors working on the management and governance of Euro-Mediterranean migration are aiming for a **cooperative approach, a re-defined partnership**. These cooperating actors require this new approach to reflect the change in the dynamic from one that reinforces a false two-dimensional narrative of one party purely being a recipient while is solely a provider, to a model that enables peer learning reflecting international standards towards mutual recognition and their contextually appropriate application in specific settings, namely **Capacity Partnership**.

The Action is therefore aligned to the migration policy framework, including the *New EU Pact on Migration and Asylum*¹ that calls for the need to deploy a wide range of policy tools to ensure both flexibility and the ability to withstand the test of time, as well as highlighting the need to support both the development of effective migration governance and management capacities and mutually beneficial partnerships. Policy areas such as development cooperation, security, visa, trade, agriculture, investment and employment, energy, environment and climate change, and education are signalled as targets for such partnerships. In this regard, the project's actions are anchored in the promotion of coordination in priority countries of the EU's neighbourhood that solicit tailored-made approaches to adapt to their specific contexts, all in a common regional governance approach.

Furthermore, through reinforcement of cooperation among migration stakeholders, the Action will address the *EU's Global Approach to Migration and Mobility's (GAMM)*² call for better management of migration flows through increased cooperation with third countries, aligning itself as well to the *European Agenda on Migration*³ and the *Communication on the New Partnership Framework with third countries*⁴.

The Action is grounded on the *European Neighbourhood Policy (ENP)*⁵ strategy regulating the EU's relationship with countries of the European neighbourhood, in a spirit of achieving mutual benefits, and bringing the EU and its neighbours closer together to bring stability and security for the region.

At the global level, the Action aligns to the 2030 Agenda and follows the *European Consensus on Development*⁶, considering Sustainable Development Goals (SDGs) on migration and partnership as cross-cutting elements of all actions.

3. Activities, Outputs and Results

The Action's activities will be aligned to specific outcomes and targeted results.

3.1. Component 1: Continued development of the LAF, CTS

This will emphasise support to the Training School to further develop in its function as a knowledge provider. Consolidating and continuing the progress already made, in addition to pedagogical support the Action will also address needs related to the professionalised administration of the Training School along lines inspired by EU and specifically Netherlands' examples. The integration of good practices and standards in areas introduced by previous phases of assistance such as gender, environment and social responsibility will be continued as part of this. Complementing Lebanon-based activities

¹ https://ec.europa.eu/info/publications/migration-and-asylum-package-new-pact-migration-and-asylum-documents-adopted-23-september-2020_en

(²) Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions - The Global Approach to Migration and Mobility COM/2011/0743 final.

(³) Communication from the Commission – “A European Agenda on Migration” COM(2015) 240 final.

(⁴) Adopted in June 2016 (COM(2016)385).

(⁵) Communication from the Commission - European Neighbourhood Policy - Strategy paper COM(2004) 373 final.

(⁶) The new European Consensus on development 'Our world, our dignity, our future' - Joint statement by the Council and the representatives of the Governments of the Member States meeting within the Council, the European Parliament and the European Commission.

this component will also include international events. Procurement of infrastructure and equipment will also be addressed, with an emphasis on low-cost, high-impact items based on evidence-based analyses. Specific support will be dependent on routine needs analyses. Where practical training will provide transferrable EU-accredited and/or industry certification.

3.1.1. Activities

- a) Support to TNAs led by Lebanon
- b) Conduct study visits either regionally or to EU states to develop awareness of relevant practices and standards as well as to promote the work of LAF and/or foster a community of practise.
- c) Delivery of specialist courses focused on the development of pedagogical, educational management and advanced border management knowledge/skills.
- d) Delivery of EU-accredited pedagogical courses to trainers.
- e) Support (including workshops etc.) to the alignment of training material (either new or pre-existing) to recognised EU standards.
- f) Support to establishing a cooperation agreement with a recognised EU educational institute for training delivery and product development.
- g) Procure a low-cost/high-impact infrastructure/equipment directly related to the improvement of LAF training facilities.
- h) Support to the increased role of female instructors, students and administrators.
- i) Support (including workshops etc.) to the creation and delivery of a maritime port security course by the Training School.
- j) Support (including workshops etc.) to the delivery of other border management courses by the Training School.

3.1.2. Outputs

- a) Annual identified learning needs and solutions
- b) At least three (3) study visits conducted to regional/ EU states for at least fifteen (15) participants.
- c) At least one hundred and fifty (150) participants of specialist courses such as pedagogical, educational management and border management knowledge/skills conducted.
- d) At least fifty (50) trainers possessing EU-accredited pedagogical certifications granted.
- e) At least two (2) workshops on the alignment of training material to EU standards supplemented by *ad hoc* meetings/discussions conducted.
- f) At least one (1) formal agreement with a recognised EU educational institute for training delivery and product development formalised.
- g) low-cost/high-impact infrastructure/equipment directly related to the improvement of LAF training facilities installed
- h) At least 15% of all instructors, students or administrators involved are female.
- i) A maritime port security course including full written training material in English and Arabic within the Training School library developed.
- j) At least one hundred (100) participants of additional courses trained

3.1.3. Results

- a) At least three (3) training products aligned to EU standards.

- b) Operational familiarity with regional and/or EU institutional vocational education practises improved.
- c) Opportunities for regional networking and inclusion in communities of practise facilitated.
- d) Technical and pedagogical knowledge and skills increased.
- e) Quality assurance of training ensured.
- f) Enhanced quality and EU compatibility of training products offered by the LAF.
- g) Increased access to EU-accredited vocational education for border agencies.
- h) Functionality of the CTS improved.

3.2. Component 2: National provision of training including maritime port security

This will support the continued development of LAF's (and other related agencies') wider border management capacities. Depending on the circumstances, this will involve both direct delivery from external providers/experts including those from The Netherlands, and through the deployment of the Training School itself. Expected recipients of support currently include from LAF, the Land Border Regiments as well as the *Guarding and Defense of Rafic Hariri International Airport Battalion* with other agencies including the traditional border management agencies as well as State Security.

The need to coordinate training delivery will be facilitated by supporting the LAF (led by the Training School) in the use of routine Training Needs Analyses which will be aligned with those used more broadly for LAF as well as for other security agencies with an emphasis on identifying subjects of common interest for all.

In addition to subjects identified by the above, the Action commits to providing certain pre-identified courses. These include Advanced and Expert Document Security courses maintaining Netherlands' Assistance primacy in this area and maximising developments previously made. Pre-identified courses will also include training targeted specifically for the maritime ports. Similarly to the creation and delivery of training for the improvement of airport security conducted under phase 4 of the Action, this will initially emphasise knowledge, skills and attitudes required by land-based security personnel at maritime locations. A final pre-identified course will be the advanced Trafficking in Human Beings Investigations (THB A) course. Designed by KMar and originally due for delivery under phase 4, due to external factors this will now be conducted under the new Action.

Providing as comprehensive assistance as possible, potential support may include formal and non-formal learning activities. Led by routine assessments the Action will respond to evolving training and support needs throughout its duration.

3.2.1. Activities

- a) Support to TNAs led by Lebanon
- b) Conduct study visits to regional/EU states to develop awareness of relevant practices and standards as well as to promote the work of LAF and/or foster a community of practise.
- c) Support to the delivery of maritime port security courses led by the Training School.
- d) Delivery of expert-level document security courses to an inter-agency/international audience.
- e) Delivery of advanced-level document security courses delivered to inter-agency/international audiences. This will utilise the ground-breaking 'e-Doc A' blended learning product developed under Phase IV.