

### Monthly Report

Period of Report	From	1 January, 2020	To	31 January, 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>• 20-24/1: CTC Strategy and Development Workshops @ CTC</li> </ul>			
Narrative/descriptive reporting			
<p>This month has seen efforts continue across several areas including the ongoing procurement of <span style="border: 1px solid black; padding: 2px;">5.1.2a</span> and the expected subsequent deployment of a technician to oversee installation and provide training to end-users; and the finalisation of the LAF's internal tender evaluation procedure for <span style="border: 1px solid black; padding: 2px;">5.1.2a</span> with an official LAF letter naming the selected company having been submitted to ICMPD and forwarded to the Netherlands' Embassy. A confirmation by the embassy is required prior to the commencement of the contracting phase. However, the main focus in January has been a review of the current status of the project, the relative progress made by CTC and identifying ways to accelerate and improve this.</p> <p>20-24/1 The NL Project team held an intensive series of meetings/workshops with the management of the CTC in <span style="border: 1px solid black; padding: 2px;">5.1.2a</span> <span style="border: 1px solid black; padding: 2px;">5.1.2a</span>. The purpose was to assess current development and to identify potential solutions to the challenges being faced. According to CTC data, in 2019 105 courses were delivered there to 3,582 students by CTC as well as other LAF and external project trainers. CTC has also expanded its training library from eight (8) to twenty (20) subjects throughout that period (predominantly through material drafted by or with the Project). However, while the CTC has increased its training outputs, the establishment of necessary managerial, administrative and logistical strategies, policies and procedures has been significantly less impressive. As has repeatedly been reported, the CTC is a victim of its own success with demands continuing to increase beyond that which its resources (infrastructural, equipment and human) can reasonably supply. Without an increased effort to implement corrective actions that rationalise demand while maximising resources, the CTC's sustainability is in serious doubt.</p>			

Although a strategic development plan for the CTC was co-drafted with the Project (at the beginning of 2019), CTC's implementation of it and that of necessary organisational changes and related policies and procedures has been thus far frustratingly slow and uneven. For example, whereas the CTC's *Gender Policy* has now become established and is complemented by [5.1.2a]

[5.1.2a] the CTC's [5.1.2a] although drafted in early 2019, appears unimplemented and, despite repeated requests and guidance by the Project, no progress was evident with the remaining policies [5.1.2a]

[5.1.2a]. This lack of guiding policies and resultant procedures obviously negatively impacts on the Center's operational effectiveness, use of resources, ability to respond to the demands being placed on it and therefore ultimately its longer-term sustainability. The Project has repeated its offer to provide training through certified ISO providers such as [5.1.2a] on exact details of relevant standards and how to draft policies to supplement guidance already provided. Despite confirming their understanding of the situation and relevant standards, [5.1.2a] routinely prevaricate, and occasionally directly obstruct, efforts. [5.1.2a]

[5.1.2a]

[5.1.2a]

[5.1.2a] The Project reiterated its willingness to provide support for infrastructural/equipment development however insisted that this must be as a result of a clear investment plan linked to the CTC's strategic development in order to ensure accountability.

The above issues have not only undermined the CTC's progress but also impacted on the work of the Project. Although 58 activities that have ranged across training, workshops, study visits, equipment donations, planning/policy documentation and training material drafting involving 953 participants (incl. 179 female) have been conducted and real developments in capability have

[5.1.2a]

Following the week at CTC some progress did immediately occur with initial drafts of both an *Environmental Management and Health and Safety Policy* produced by CTC (with the latter far more advanced than the former) however this was more as a result of efforts by [ 5.1.2a ] and were produced without the formal support [ 5.1.2a ]

29/1 A high-level meeting between LAF [ 5.1.2a ], the Netherlands' Embassy, and the Project was held to present the current status. Activities conducted by the project in its initial year were first outlined before a Gaps and Needs Analysis of the CTC against the LAF's stated goal of establishing it as an intra-agency, inter-agency and international border management training centre of excellence. In summary, the CTC faces a triple challenge: fulfilling its ongoing training obligations; establishing functional internal procedures; and reaching relevant national and international industry standards that would see it earn formal recognition. This would be no easy task for a motivated mainstream institution however the resource limitations and demand pressures faced by the CTC combined with a lack of engagement significantly magnify this.

The importance of, and support to, the CTC was reaffirmed by all parties and practical ways to do this were discussed. These included attempting to limit the training being placed in the CTC to [ 5.1.2a ] in order to simultaneously relieve pressure on resources, strengthen its border management identity and allow its management to focus on the implementation of necessary organisational/procedural revisions. The project can support the creation of relevant revisions through regular advice (including written reference material) and training. To increase supply, the embassy and the Project reiterated their willingness to support efforts to improve/expand the facilities however outlined the need for a reliable [ 5.1.2a ] tied to actual need. The LAF's desire to see the CTC become formally (nationally and internationally) recognised as a training institute and ideally its ability to issue recognised certification for its courses was discussed in detail and practical support to facilitate this were also proposed by the project.

In an effort to improve communication and productivity it was further decided to increase the operational face-to-face briefings between the Project and CTC as well as (following an NL Embassy proposal) to instigate routine meetings at the strategic level primarily between [ 5.1.2a ] [ 5.1.2a ] to improve ownership, oversight and hopefully practical demonstrations of commitment. A summary of the meeting was distributed to the CTC and planning discussions are now awaited.

#### Difficulties encountered

The instability of the security situation has been compounded by an emerging economic crisis.

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

The need to strengthen [ 5.1.2a ] persists.

#### Planned activities

- 11-13/2: All-female interagency Imposters & Documents (ID) course @ ICMPD office
- 25-27/2: *Border Investigations: 1<sup>st</sup> Responder* course (third pilot) @ CTC



ICMPD Lebanon  
to the attention of

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**Contact**  
    
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Date 15 July 2019  
Re Your letter: OTH58 – 2019, 25 June 2019

**Our reference**  
**Bei-104/19**

Dear

The letter with reference no: OTH58 - 2019 (25 June 2019) is a reflection of our meeting on Friday 21 June 2019. With this letter we,    and I, present our agreement with points 1, 2, 3 and 4 as mentioned in your letter.

Regarding the procurement, we wish to emphasize, as also mentioned during our meeting, that procurement is included in the contract with the Embassy as a responsibility of ICMPD. Accordingly, procurement has to follow ICMPD's financial regulations, ICMPD procurement procedures and other applicable rules, procedures and practices.

  
Yours sincerely,

**Note on Coordination Meeting Held between the Netherlands' Assistance to Lebanese Border Agencies Project (NL project) and the Border Control Committee (BCC) regarding the Land Border Regiments Central Training Center (CTC)**

- BCC suggested that all formal coordination of non-training activities with the CTC go through them. The project agreed that is a good step forward especially that the BCC plays a coordination role amongst donors to the Lebanese Armed Forces, and 5.1.2a
- 5.1.2a .
- The NL project reiterated that it cannot and does not order the CTC or LAF to do anything. The project simply offers support and guidance on what is needed/expected to become a recognised training centre of excellence operating on a regional/international stage as LAF has stated. The project added that LAF has the final decision on whether to adopt guidance or not.
- BCC stressed that the above mentioned goal is what LAF wants the CTC to become and reviewed the project's recommendations giving feedback on each point
  - Re the investment plan: BCC understands that this tool is to be used for coordination among donors, but also to ensure the CTC receives needs-based infrastructure/equipment assistance. The BCC has committed to assisting the CTC to develop an **unchanging** list of needs-based infrastructure/equipment proposals that would be presented to all donors.
  - Re policies: BCC acknowledges that although official LAF policies require a much higher authority than CTC has, the Center can develop documents that clarify how existing policies will be implemented at CTC. For issues where no LAF policy exists, or LAF's approach is evolving the Center can create CTC-limited guidance. BCC understands the need for CTC to have written policies in order to facilitate work, pursue potential partnerships (national and/or international), and evidence compliance with necessary standards for accreditation (ISO).
  - Re CTC staff competence development: BCC understands that developing staff can only happen if workflows, section/staff required tasks are known and a TNA done. BCC stated that these job descriptions are obligatory and existing at the CTC, and that they should be shared with the project 5.1.2a The BCC accepts that the existing workflows may need to be revised to reflect LAF's future vision for the Center.
  - Re the schedule: BCC understands that any mention of a progress schedule references the project's timeframe and the achievement of its aim within this time period. The project reiterated its willingness to abide by any LAF elaborated schedule for the CTC if such a tool exists.
- BCC notes that it does not see any issues with the recommendations of the project, but that implementation difficulties might be due to misunderstandings



# Installing Solar Systems LBR Training Center

5.1.2a

Prepared By:

5.1.2a

5/27/2019



**Subject: Functional Analysis for Installing Solar System in**

5.1.2a

5.1.2a

This document sheds the light on the three (3) Solar Systems that are proposed for the Land Border Regiment -Training Center in

5.1.2a

5.1.2a

5.1.2a

**System 1:** Photovoltaic system to produce solar electricity for Land Border Regiment - Main Building.

**System 2:** Photovoltaic system to produce solar electricity for Land Border Regiment – Independent Tower (Surveillance Tower)..

**System 3:** Solar Hot Water system for Land Border Regiment – Main Building.

5/27/2019

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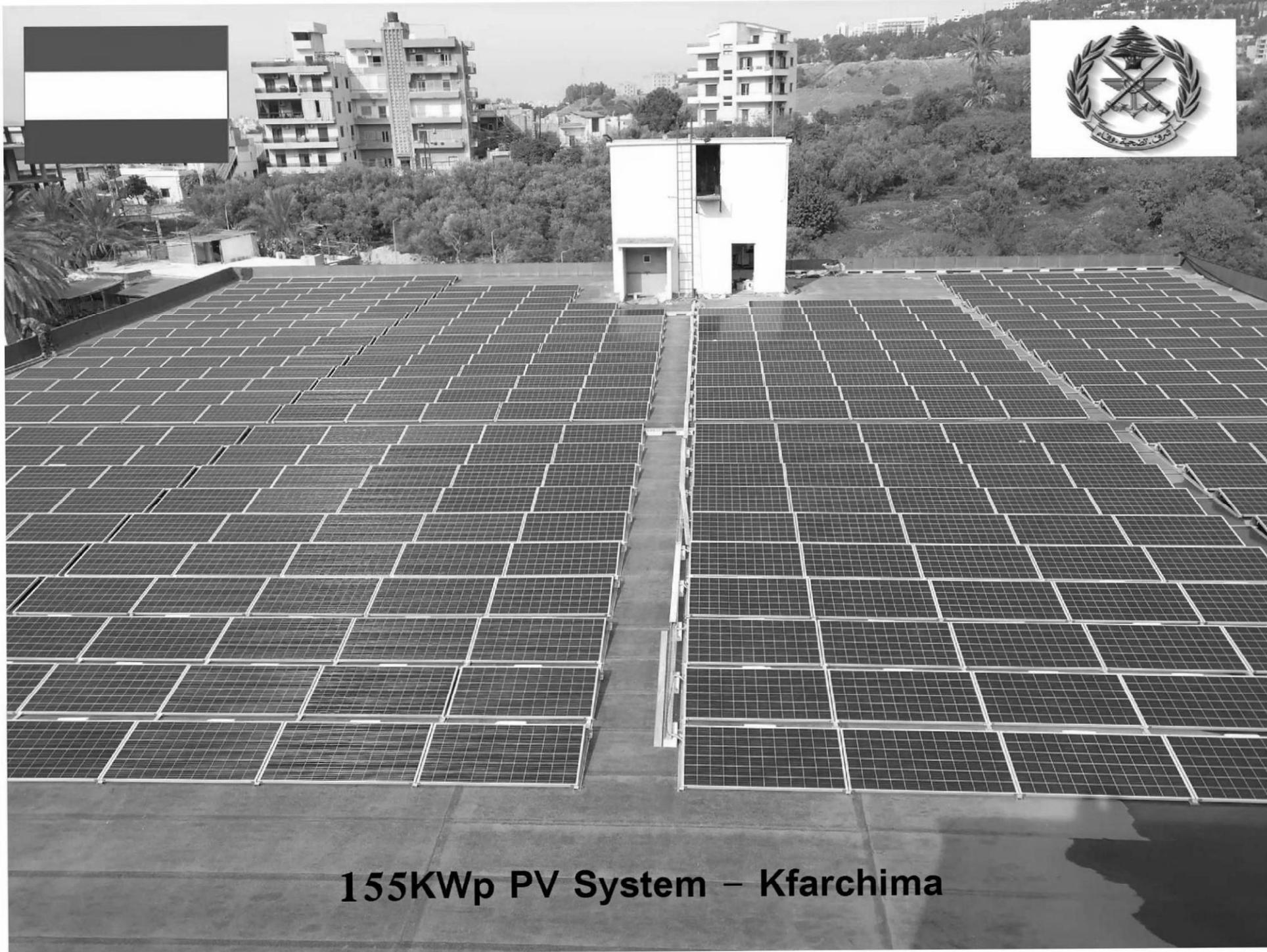
## System 1: PV System For The Training Center

### I-Photovoltaic Panels

- The photovoltaic Panels will be installed on the lower roof of the main building, facing south with a tilting angle of about 20 degrees.
- The total PV capacity that can fit on the roof, taken into consideration the shadings that may occur on the panels during the day, is **39 kWp**.
- The panels will be connected to three units of **3-phase inverters (10 KW each)**.

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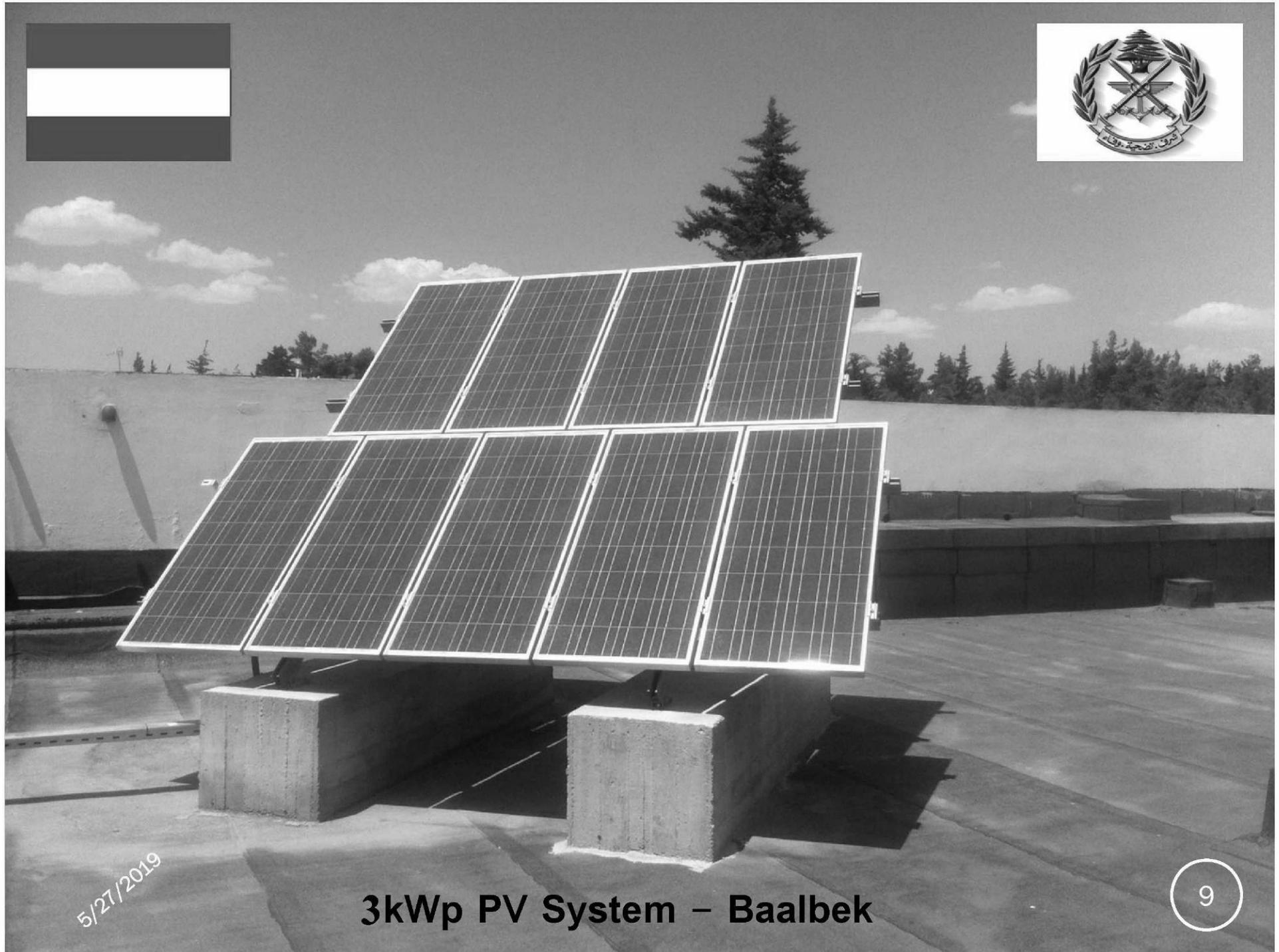
**155KWp PV System – Kfarchima**



5/27/2019

155kWp PV System – Kfarchima

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**3kWp PV System – Baalbek**



## II-Batteries

-The sizing of batteries shall fulfill the following requirements:

Day average Consumption of the building: **3300 W (15A)** per phase of the 3-phases system.

-Battery Autonomy during the night: 6 hours for expected night average consumption of **50% of the day.**

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## SYSTEM 1-BATTERIES SIZING CALCULATION



5.1.2a

5.1.2a

5.1.2a

5/27/2019

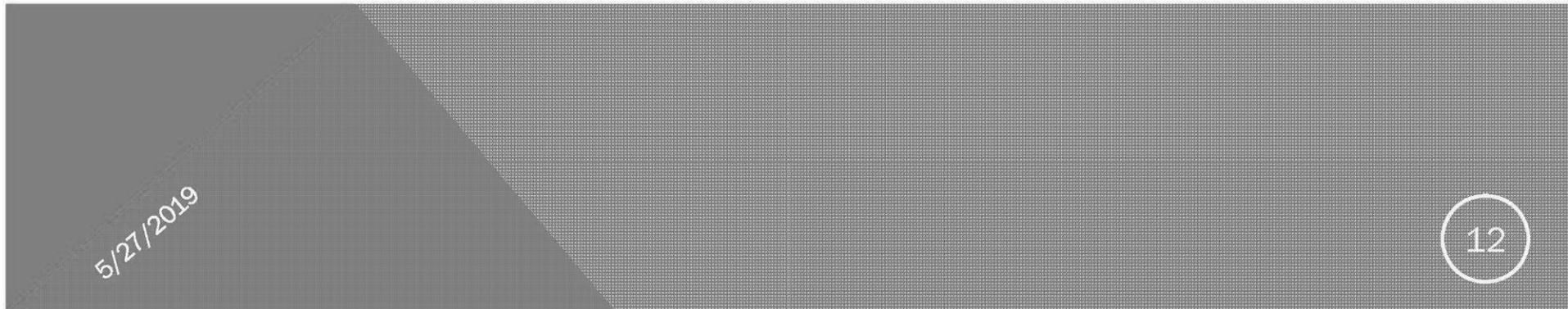
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5.1.2a

System 1 - Main Building - SLD.dwg

System 1 - B.O.Q.xlsx



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## System 2: PV System For The Independent Tower

### I-Photovoltaic Panels

-The PV modules shall be sized to give power to 2 Air Conditions (AC) during the day and at the same time filling the batteries for night operation.

-The total PV capacity to be installed is  $\geq 8$  kWp.

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## SYSTEM 2 - PHOTOVOLTAIC SIZING ANALYSIS



5.1.2a



## II-Batteries

-The batteries shall be sized to give power during the night for 1 AC (1100w) for 10 hours and 2 Lights (60W) for 8 hours.

-This requires a battery system of minimum 12 kWh. The proposed Battery system shall be 12 kWh Lithium-ion Batteries.

-The chosen inverter shall be of 5000 W capacity in order to support the peak load of up to 3 AC running together.

5/27/2019

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## SYSTEM 2 – Batteries Sizing Calculation Note



5.1.2a

5.1.2a

5.1.2a

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System 2 - Independant Tower - SLD.dwg

System 2 - B.O.Q.xlsx

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## **System 3: SWH System For Main Building**

**-The hot water consumption in the main building is distributed over 5 Hot Water Tanks (around 200 Liters each) in 5 different zones.**

**-Due to the fact of uneven hot water consumption between the zones during the year; it is recommended to install one solar system that can distribute hot water to which ever zone that requires it, and sufficiently to cope with a peak consumption.**

5/27/2019

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