

- f) Delivery of Advanced Trafficking Investigations (THB A) courses.
- g) Delivery and/or support to further courses identified by LAF-led TNAs.

3.2.2. Outputs

- a) Annual identified learning needs and solutions.
- b) At least two (2) study visits to regional/EU states conducted for a total of ten (10) participants.
- c) At least seventy-five (75) participants on maritime port security courses trained.
- d) At least one (1) expert-level document security course delivered.
- e) At least twenty (20) participants trained on at least two (2) advanced-level document security courses.
- f) At least twenty (20) participants trained on at least two (2) THB A courses.
- g) At least three hundred (300) participants trained for courses identified by LAF-led TNAs.

3.2.3. Results

- a) Competence of port security personnel improved.
- b) LAF training experience and resources increased.
- c) Border management capacities consolidated and sustainable growth facilitated.

3.3. Component 3: Regional knowledge exchanges

This will support the establishment of LAF and its partners as regional capacity development actors. Highlighting its role as a provider of assistance in its own right through delivery of training, advice and associated support to border management actors regionally (with an indicative emphasis on Jordan and Iraq), activities will simultaneously recognise the benefits of also learning from others. Thus, activities will include potential receipt of training from regional actors as well as participation in study visits.

Whereas activities will take place regionally, an emphasis will be on Lebanon-based delivery.

Recognising the real potential for learning to occur through exchanges of experience as well as via formal instruction, in addition to educational bodies (led by the Training School) other Lebanese border actors/units such as the Land Border Regiments will also be included.

3.3.1. Activities

- a) Logistical, administrative and delivery support for courses delivered by Lebanese trainers to regional audiences.
- b) Conduct representation/exchange missions for Lebanese representatives to regional states.
- c) Host border management-themed regional conferences in Lebanon for representatives from regional states (indicatively Iraq and Jordan).

3.3.2. Outputs

- a) At least ten (10) courses delivered by Lebanese trainers to a total of one hundred and twenty (120) regional students.
- b) At least three (3) representation/exchange missions to regional states for a total of fifteen (15) Lebanese representatives completed.

- c) At least three (3) Migration-themed regional conferences in Lebanon for representatives from regional states (indicatively Iraq and Jordan) held.

3.3.3. Results

- a) Regional states' border management capacities increased.
- b) Operational familiarity with Lebanese vocational education practises improved.
- c) Facilitation of regional networking and inclusion in communities of practise established.
- d) The profile of LAF and Lebanon as a training provider developed internationally.

4. Methodology

4.1. Project Implementation

The project set-up will include structures and procedures particularly designed, in line with ISO quality management standards to ensure constant quality control and evaluation.

The Action will adopt a two-fold implementation methodology. On the one hand, to address the need for continued development to levels or in subjects that cannot be suitably sourced within the Lebanese state structure, the involvement of external providers (international and Lebanese) will be used. These will include expert consultants, academic and commercial providers with a priority given to EU-based and particularly Netherlands' institutions and individuals including the Royal Netherlands Marechaussee (KMar), the Netherlands' National Police and IDcentre.

However, employing a **capacity partnership** approach, the Action also recognises both the increased technical capabilities of Lebanese agencies that has occurred following extensive international assistance and the challenges of traditional assistance programmes relying on the deployment of externally-sourced experts (and the inherent costs and logistical challenges that that brings). As a result, the Action will also proactively partner directly with the Lebanese agencies coordinated by, and focussed on LAF, for them to act as the provider of certain training and knowledge exchanges both to other Lebanese bodies and abroad.

The Action will promote rights-based approaches in all of its activities, behaviour and actions. The Action will not be involved in any activities directly related to any issues contrary to ICMPD or the donor's policies, principles or regulations.

4.2. Gender

Continuing its inclusion as an important theme of previous assistance, the Action will maintain its prioritisation of gender sensitive outcomes. This will be ensured by firstly including responsible and appropriate gender issues within all relevant training and other activities, integrating it into operational realities and instruction rather than pursuing it as a solely separate developmental issue. This gender mainstreaming approach will be extended to wider Action planning and implementation, proactively considering and promoting gender sensitive solutions throughout.

The Action will also deliberately balance the inherently male-dominated environment of border management by requiring suitable female participation in all activities where practical.

4.3. Synergies

The Action will sensitively coordinate and collaborate with other Actions and assistance programmes implemented by ICMPD, other international organisations, NGOs and/or states both in Lebanon and the region.

ICMPD standards and practices in relation to programme development and oversight, reinforced by the crosscutting drivers⁷ embraced across the region and embedded in the coordinated Migration Capacity Partnerships approach, will ensure that actions will fully benefit from this dynamic and deliver multiplier effects, greater added value and sustainability. The following frameworks have already been incorporated:

- The EU-funded *Strengthening Capability for Integrated Border Management in Lebanon* project implemented by ICMPD. Although not targeting LAF specifically, this project has an involvement in the professionalization of border management education for other Lebanese security agencies. Because of this, both projects will endeavour to align and cooperate where possible.
- Similarly, the ICMPD *Swiss Support to Integrated Border Management in Lebanon (Phase III)* project will be factored in. Expected to operate from the end of 2021 until the first part of 2023, its objectives including the development of the training capacities of the LAF's NCO Institute on human rights, migration, gender equality, and related topics; and expanding the capacities of the LAF's Military Academy on gender integration and Women, Peace and Security (WPS).
- Wider synergies will be primarily managed through active and regular participation in the Border Control Committee (BCC). Coordinated and led by LAF this committee provides a mechanism for all actors involved in border management activities in Lebanon to exchange information. This will be supplemented as necessary by ad-hoc communication with relevant actors and stakeholders.
- The Action will also highlight positive synergies with other Lebanon-based and Netherlands-funded initiatives, encouraging the inclusion and promotion of these within activities including the extensive work done for LAF in both CIMIC and demining areas.

Specifically, several relevant ICMPD projects within the region will be pivotal to the effective implementation of the regional dimension of the proposed Action:

- The *EU support to Integrated Border Management in Jordan* project contributes to the development of the long-term capability of Jordan to control and manage its borders, while guaranteeing the respect for the rule of law and human rights.
- The *Netherlands' Assistance to Jordanian Border Control Agencies* project that supports the Jordanian Borders and Residence Department (BRD) within the Public Security Directorate (PSD).
- The EU *Integrated Border Management in the Silk Routes Countries* project supports Afghanistan, Iran, Iraq, Bangladesh and Pakistan to build more effective and efficient border management systems. Training in Iraq by LAF trainers in 2021 was conducted in cooperation with this project.

⁷ a) governance ; b) professionalisation, c) modernisation, d) communication

- The *Training Institute on Migration Capacity Partnership for the Mediterranean (MCP Med TI)* project offers a particularly valuable opportunity for the project to benefit from migration-specific training resources for minimal cost. This project is establishing a permanent and accredited vocational migration training Institute based in Malta but partnering with several Mediterranean states, provisionally including Lebanon (in addition to Jordan, Libya, Morocco and Tunisia). Providing access to bespoke EU-accredited migration courses, training material and trainer development opportunities in addition to a regional vocational ‘community of practise’ both within EU and throughout the Mediterranean, a close collaboration will be developed from the outset.

Cooperation agreements with the above projects have already been reached.

5. Risks and Assumptions

Risk	Φ	Impact	Mitigation
5.1.2a	M	H	5.1.2a
The security situation degrades to the point that implementation is affected	M	H	Regular risk assessments and management using resident and HQ-based security experts in tandem with beneficiary input. Activities may be postponed, relocated or moved to a different medium (such as online). In the case of complete deterioration rendering onsite and in-country implementation impossible, management may be relocated to a suitable alternative site such as the Regional Coordination Office, Malta.
International public-health situation degrades significantly and restrictions of movement occur.	M	M	Locally-based suppliers and providers will be used to minimise movement. Virtual learning using the existing facilities and knowledge within LAF will be utilised more prominently. If absolutely necessary activities will be delayed/relocated.
5.1.2a	M	M	5.1.2a
Economic instability and currency fluctuations	M	M	Bank transfers from ICMPD HQ in Vienna will be prioritised with local use of cash minimised. ‘Fresh’ currency accounts have already been secured with the potential of physical transfers being done in cases

			of extreme need. Where it does not undermine or conflict with best practices and/or regulatory frameworks scheduling and modalities for contracting and payments will be flexibly reviewed.
5.1.2a	L	H	Activities can be adjusted to focus only on discreet individual agency level, focusing interventions on the technical level.

6. Management

Strategic oversight will be provided by the ICMPD Regional Office for the Mediterranean, while ICMPD's Border Management and Security Programme will provide strategic guidance and quality control of technical content.

The project will also deploy national and international experts as individuals, representatives of EU states and/or via commercial providers.

Programmatic oversight, guidance and support will be under the responsibility of the **National Portfolio Manager/Head of Office**. The following team structure is envisaged:

- Project Manager (PjM)
- Associate Project Officer (APO)
- Project Assistant(s) (PA)

The project human resources structure and division of roles and responsibilities are as follows:

Position	Main tasks:
Action Implementation (ICMPD Vienna Headquarters/Malta Regional Coordination Office for the Mediterranean)	
Head of Mediterranean Region, Regional Office for the Mediterranean	Provides institutional steering and overall coordination of the ICMPD action in the region. Oversees and guides the operational management of the Action.
Head of Programme (Border Management and Security)	Oversees the identification, formulation and implementation of project technical assistance activities, including capacity-development activities related to border and migration management. Oversees and guides the technical expertise of the Action.
Project Operations Support Team (POPST)	Ensuring internal monitoring and control, as well as compliance with donor requirements. Certifying all project expenditures, verifying supporting documents, overseeing recruitment, procurement, travel and allocation of human resources. Verifying financial reports, overseeing implementation of the project budget, preparing budget expenditure reports and other financial reports.
Technical and Implementation Team (ICMPD Office – Beirut)	

National Portfolio Manager/ Head of Office (part-time)	Closely oversees and monitors the project coordination and management for the national and institutional perspective, including responsibility for the Action. Ensures the complementarity of work with other national activities and efficiency of implementation.
Project Manager (PjM)	Responsible for the day-to-day management, reporting and technical supervisory role of the project. Plans, organises and implements activities and administers project inputs.
Associate Project Officer (APO)	Supports the implementation of project activities. Contributes to organisation of activities and administration of inputs.
Project Assistant (PA)	Supports the project team as part of the shared resources of the ICMPD Lebanon office, conducting all administrative tasks.

7. Monitoring, Evaluation and Learning (MEL)

7.1 Methodological approach

The project team is committed to follow throughout the implementation phase a participatory approach, which will allow stakeholders to be engaged in activities according to their own mandate and ensure a high level of ownership and sustainability of the process and results. Furthermore, the project technical approach remains flexible to respond quickly and effectively to the emerging priorities of the Government of The Netherlands.

The ICMPD project team makes use of a variety of data collection tools and analysis techniques to ensure a rigorous and systematic collection and monitoring of performance data throughout the project's implementation, and to develop evaluation mechanisms that are tailored for adequately measuring the programme's outcomes.

7.2 Data collection and analyses

After monitoring and evaluation systems are designed and indicators have been established, the Project Manager will coordinate data collection and analysis. This will involve coordinating with a range of staff across the programme including:

- Project Team: Will be directly involved in data collection;
- Experts: Will be involved in providing information on activities as well as reviewing monitoring results;
- Head of Office/Portfolio Manager: Will be involved in reviewing the results and the data collection approach.

The 5.1.2e will be ensuring that roles and responsibilities in relation to monitoring activities are clearly defined and understood within the Project Team, and will provide central coordination.

A range of appropriate and participatory data collection methods and tools will be employed in monitoring and evaluation activities (a brief summary of available methods and monitoring tools that can be used in monitoring are listed in section 7.3).

In addition to the participatory data collection methods, monitoring systems will be employing methods that assist with internal review and monitoring of management systems. These will include:

- Team review meetings;
- Progress reviews against logframe and deliverables;
- Analysis of support systems including status of procurement schedules;
- Spot finance checks and expenditure reviews

The Project Manager will be responsible to ensure that all monitoring data collected is analysed and presented in a timely and user-friendly way. In doing so, the Project Manager will be ensuring that data collection process in line with these following rules:

- Data collection methodology: The Project Manager with the support of the Project Team shall define, during the initial phase of the project, the methodology to be adopted to collect the data by defining the sampling approach, the staff involved in the process, the periodicity of the data collection as well as the data analysis phase;
- Sampling Plan: Depending on the nature of the indicator (qualitative or quantitative) the sampling shall follow certain criteria such as homogeneity of the selected groups, gender balance, age cohort and representation (when applicable);
- Disaggregation: Whenever possible, all the collected data shall be disaggregated by gender, age and region and any other relevant criteria depending on the nature of the indicator;
- Archiving process: All the data shall be archived in ICMPD internal document management and filing systems;
- Relevance of the data analysis methods: Depending on the nature of the indicator (qualitative or quantitative), the Project Manager will be responsible of filtering the collected data.
- Accuracy and validity: The Project Manager with the entire project team will be responsible of verifying the veracity and validity of the collected data.

Finally, the Project Manager will ensure the routinely review of all monitoring data relating to the project and take course-correcting actions to address any issues emerging, also highlighting any particular issues of concern to the attention of the donor.

7.3 Monitoring tools

- Competence-based outcomes: A series of bespoke tests will be created for each course to measure the outcome of the conducted training. An ex ante ex post will be conducted after each course.
- Interview guides for in-depth Interviews: The interview guide is used to collect qualitative, variable and deep information to assess the impact of the training and capacity development activities on the daily work of the concerned target while capturing the long term qualitative impact.
- Evaluation report: To measure outcome/output-level indicators, the project team will develop an evaluation report to assess the direct and indirect impact of the action on

the stakeholders and local communities. The project team will be analysing through these reports the main insights and feedback from the conducted focus groups and interviews and, based on these evidences, develop lessons learned to capture the main achieved results as well as the observed programmatic dysfunctions.

- **Table of indicators:** The table of indicators is updated in a systematic way to take into account all the qualitative and quantitative data needed for decision-making and to follow-up on the implementation work plan.

Reporting

The Action will maintain regular contact with the nominated Netherlands' focal points informing them of relevant developments and issues on a routine basis as required. In addition, the Action will submit the following formal written reports:

Type	Description	Period Covered	Submission
Annual Plan	An overview of intended results and activities planned. Will include an overview of estimated financial revenue and expenditure	1/3/2023–29/02/2024 1/3/2024–28/02/2025	1/12/2022 1/12/2023
Monthly narrative	Providing information on activities conducted during the month and planned activities.	Monthly	5 th day following the reporting period
Annual narrative	An aggregate overview of activities carried out and results achieved in the context of the annual plan	1/3/2022–28/02/2023 1/3/2023–29/02/2024	30/4/2023 30/4/2024
Annual financial	An aggregate overview of financial revenue and expenditure including explanations for significant variations	1/3/2022–28/02/2023 1/3/2023–29/02/2024	30/4/2023 30/4/2024
Mid-term narrative	An aggregate overview of activities carried out and results achieved in the context of the annual plan	1/3/2022– 31/8/2023	30/9/2023
Final narrative	An aggregate overview of activities carried out and results achieved in the context of the annual plan	1/3/2022–28/02/2025	30/4/2025
Final Financial	An aggregate overview of financial revenue and expenditure including explanations for significant variations	1/3/2022–28/02/2025	30/4/2025

8. Visibility

In order to ensure visibility of the Action, and Netherlands' funding/support, in particular among target groups and final beneficiaries, the following measures are foreseen:

- Public information in reference to the Netherlands' funding/support through press briefings and releases;
- Regular information releases through the ICMPD website (www.icmpd.org) including the project's own dedicated page and other social media tools including, but not restricted to, Twitter and Facebook;

- Project reports and related publications will reference Netherlands' support;
- ICMPD newsletters will periodically inform about the Action and its progress and will reference to the Netherlands' funding and support;
- All activities conducted as part of the Action will in themselves be opportunities for visibility, including input from the Netherlands' Embassy in Lebanon;
- The production of items for distribution to beneficiaries with the sole purpose of raising the visibility of the project and the Netherlands. All the items will be of deliberately high quality, bearing designs made specifically for the Action and developed with specific target recipients in mind;
- The clear marking of all donated equipment/infrastructure to show it was funded by The Netherlands;
- Periodic technical visibility events, such as training certification ceremonies for beneficiary agencies and equipment handover ceremonies

9. Annexes

- Annex 1: Budget of the Action
- Annex 2: Logical framework of the Action

Indieningsformulier Stabiliteitsfonds

Voor het indienen van een projectvoorstel bij het Stabiliteitsfonds dient de indiener de volgende documenten aan te leveren:

- 1) volledig projectvoorstel en budget
- 2) een beoordelingsmemorandum (bemo) en
- 3) dit indieningsformulier
- 4) Aanvraagbrief van de partnerorganisatie

Het projectvoorstel en Bemo zijn nodig voor de inhoudelijke beoordeling van het voorstel, net zoals bij andere fondsen van BZ en BHOS. Dit indieningsformulier is nodig voor de specifieke beoordeling of het project aansluit bij het beleidskader van het Stabiliteitsfonds.

S.v.p. het formulier **volledig** invullen. Bij vragen kunt u zich wenden tot het [Secretariaat van het Stabiliteitsfonds](#). Voor meer informatie kunt u [de handleiding lezen](#).

Basisgegevens activiteit		
Aanvraagnummer		
Korte naam aanvraag	Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V	
Volledige naam aanvraag	Netherlands Assistance to Lebanese Border Agencies Lebanon (IBM) – phase V Establishing Lebanon as a Driver of Regional Border Management Partnerships	
Committering (hoogte bijdrage)	EUR 2.500.000,-	
Deel Stabiliteitsfonds	<input checked="" type="checkbox"/> Structureel deel (activiteit EUR 2 mln. of groter) <input type="checkbox"/> Flexibeler deel (activiteit tussen EUR 0,5 mln. en EUR 2 mln.)	
Business Partner (contractpartij)	International Centre for Migration Policy Development (ICMPD)	
Indiener	ZMA Beiroet	
Politieke gevoeligheid	Nee	
Ter indiening van	07-12-2021	
Aansluiting beleidskader Stabiliteitsfonds		
<p><i>Een activiteit die wordt ingediend bij het Stabiliteitsfonds dient te voldoen aan het Beleidskader van het fonds. Dit beleidskader wordt (twee)jaarlijks door de minister van Buitenlandse Zaken en de minister voor Buitenlandse Handel en Ontwikkelingssamenwerking vastgesteld.</i></p>		
Criteria	Toetsing	Toelichting
De activiteit vindt plaats in een van de geografische prioriteiten van het Stabiliteitsfonds (beleidskader 2021)	Europa: <input type="checkbox"/> Oekraïne <input type="checkbox"/> Kosovo <input type="checkbox"/> Noord-Macedonië <input type="checkbox"/> Bosnië en Herzegovina MENA regio: <input type="checkbox"/> Irak <input type="checkbox"/> Syrië <input type="checkbox"/> Jordanië <input checked="" type="checkbox"/> Libanon <input type="checkbox"/> Palestijnse Gebieden <input type="checkbox"/> Egypte <input type="checkbox"/> Libië <input type="checkbox"/> Tunesië <input type="checkbox"/> Jemen Afrika	<p><i>De activiteit vindt grotendeels plaats in Libanon. Wel wordt er toegewerkt naar een regionale rol, waarbij de Libanese counterpart geleerde lessen gaat delen met regionale veiligheidsactoren. Hierbij wordt voorgesorteerd op samenwerking met Jordanië en Irak (met Irak is in de voorgaande periode al 1 pilot geweest die succesvol is verlopen).</i></p>

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	<input type="checkbox"/> Mali <input type="checkbox"/> Burkina Faso <input type="checkbox"/> Tsjaad <input type="checkbox"/> Noordoost Nigeria <input type="checkbox"/> Niger <input type="checkbox"/> Mauritanië <input type="checkbox"/> Somalië <input type="checkbox"/> Kenia <input type="checkbox"/> Soedan <input type="checkbox"/> Zuid-Soedan <input type="checkbox"/> Ethiopië Overig: <input type="checkbox"/> Afghanistan	
De activiteit is specifiek gericht op een van de thematische prioriteiten van het Stabiliteitsfonds (beleidskader 2021)	<input type="checkbox"/> Preventing Violent Extremism <input checked="" type="checkbox"/> Early Warning Early Action <input type="checkbox"/> Women, Peace & Security (VNVR resolutie 1325) <input checked="" type="checkbox"/> Security Sector Reform <input type="checkbox"/> Stabilisatie Trust Funds <input type="checkbox"/> Missies <input type="checkbox"/> Humanitaire Ontmijning	Activiteit is gericht op het verbeteren en waar nodig hervormen van de veiligheidssector op het gebied van grensbeheer en -controle. Voor een groot deel bestaat dit uit capaciteitsopbouw en het toewerken naar het voldoen aan internationaal geldende normen (ISO-certificering) maar ook een het incorporeren van mensenrechtenstandaarden in de resp. trainingen en daarmee in het grensbeheer (<i>human rights based approach</i>). <input type="text" value="5.1.2a"/> <input type="text" value="5.1.2a"/>
De activiteit sluit aan bij een (of meer) van de beleidsaccenten van de Geïntegreerde Buitenland- en Veiligheidsstrategie (GVBS) 2018-2022	<input checked="" type="checkbox"/> Conflictpreventie rond Europa en het Koninkrijk <input type="checkbox"/> Voedingsbodem voor terrorisme wegnemen <input type="checkbox"/> Ontwapening, wapenbeheersing, non-proliferatie <input type="checkbox"/> Normatief internationaal kader cyberactiviteiten <input type="checkbox"/> Versterken internationale rechtsorde en duurzame vrede <input type="checkbox"/> Versterken internationale veiligheidssamenwerking <input checked="" type="checkbox"/> Robuust grensbeheer en -controle	Uiteraard is het helder dat de activiteit direct en in grote mate bijdraagt aan het beleidsaccent robuust grensbeheer en -controle. Het hele project staat in het teken van het versterken van de capaciteit van de veiligheidsdiensten om kwalitatief grensbeheer uit te voeren. Een verbetering van het Libanese grensbeheer kan praktijken als (mensen)smokkel en illegale grensovergangen tegengaan.
De activiteit sluit aan bij de (een of meer) van de beleidsaccenten van de BHOS nota (2018)	<input checked="" type="checkbox"/> Versterking van rechtssystemen en veiligheid voor burger <input type="checkbox"/> Vredesprocessen en legitiem bestuur <input type="checkbox"/> Preventie radicalisering <input checked="" type="checkbox"/> Geïntegreerde benadering <input type="checkbox"/> Conflictsensitiviteit	Zoals hierboven genoemd is het uiteindelijke doel het verbeteren van grensbeheer, waardoor (mensen)smokkel, illegale grensovergangen <input type="text" value="5.1.2a"/> <input type="text" value="5.1.2a"/> worden tegengegaan. Niet alleen Land Border Regiment militairen volgen training maar ook personeel van andere veiligheidsdiensten. Dit draagt bij aan een betere veiligheidssituatie voor burgers in het grensgebied, maar ook voor Libanon als geheel. Ook draagt deze activiteit bij aan de algehele inzet in Libanon, waar het

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		bijdragen aan stabiliteit en veiligheid een van de hoofdoelen is van Nederland.
Beoordeling kwaliteitsaspecten		
<i>Een activiteit die wordt ingediend bij het Stabiliteitsfonds dient te worden beoordeeld op een aantal aspecten die relevant zijn bij activiteiten in (post/pre)conflictgebieden en voor de M&E</i>		
Criteria	Uitleg/toetsing	toelichting
Beoordeling activiteit op gender	<p><i>Is er een genderanalyse uitgevoerd, en zijn de bevindingen hiervan opgenomen in het voorstel? Bevatten de doelstellingen expliciete verwijzing naar vrouwen/mannen, meisjes/jongens en gendergelijkheid? Zijn er genderspecifieke prestatie-indicatoren geformuleerd? Geeft het voorstel aan dat indicatoren worden gedisaggregeerd op gender?</i></p> <p><i>Voor een beoordeling van het project op gender kan gebruik worden gemaakt van deze vragenlijst. Voor meer behulpzame informatie kan worden gekeken naar de thematische gender-factsheets.</i></p>	<p>De activiteit is, net als het voorafgaande project, gender-specifiek. Dit betekent dat er zowel gender-specifieke doelen worden gesteld, maar ook dat men aandacht heeft voor gender-mainstreaming in alle trainingsactiviteiten die worden georganiseerd.</p> <p>Qua doelstellingen is gender ook duidelijk en concreet verwerkt in het voorstel. Zo is 1 van de 5 sub-goals "To promote the role of women in migration vocational education". Ook in het resultatenkader is dit meegenomen: voor alle deelnemers en trainers wordt er een splitsing in rapportage gemaakt tussen male/female deelnemers. Bovendien is er een expliciet doel gesteld van minimaal 15% vrouwelijke deelnemers aan de activiteiten. In de door mannen gedomineerde wereld van border management in Libanon is dit een mooie doelstelling. Ter vergelijking, in het voorafgaande project was deze doelstelling 10%, dus er worden ook steeds hogere doelen gesteld.</p>
Beoordeling activiteit op aspect duurzaamheid	<p><i>Houdt de activiteit rekening met duurzaamheid?</i></p> <p><i>*Bij duurzaamheid wordt bedoeld: bestendiging van resultaten/lange termijn impact</i></p>	<p>Ja. Het hele uitgangspunt van het project is om de eigen capaciteit van de Libanese border agencies te vergroten en met name ook de interne trainingscapaciteit te professionaliseren en versterken. Hierdoor wordt kennis overgedragen die vervolgens geïnstitutionaliseerd is binnen het LAF en daarmee de duurzaamheid van de resultaten op de lange termijn waarborgt.</p>
Beoordeling activiteit op aspect Conflictsensitiviteit	<p><i>Is de activiteit conflictsensitief? (zie hier voor meer informatie). Wordt er rekening gehouden met de impact van de activiteit op (potentieel) conflict? En hoe?</i></p>	<div style="border: 1px solid black; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;">5.1.2a</div> <div style="border: 1px solid black; padding: 10px; text-align: center; width: fit-content; margin: 10px auto;">5.1.2a</div>

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		5.1.2a
Is de activiteit een voortzetting van bestaande/lopende activiteit die door NL wordt gefinancierd?	<input checked="" type="checkbox"/> Ja <input type="checkbox"/> Nee	<p>Ja, dit is een voortzetting op de huidige ondersteuning op het gebied van integrated border management met activiteitennummer 4000001979.</p> <p>In het voorstel voor dit project zijn de geleerde lessen uit de eerdere fase verwerkt. Dit zijn lessen die in sommige gevallen al gedurende de looptijd van het huidige programma zijn geïncorporeerd in de implementatie.</p> <p>De implementatiepartner is bewust partnerschappen aangegaan met de verschillende diensten, om deze verder te betrekken bij het project met als doel dat deze diensten actief gaan deelnemen aan de verschillende trainingen. Dit uiteraard om te zorgen dat er in Libanon verbeterde samenwerking is tussen de verschillende diensten op het gebied van grensbeheer. In de vorige activiteit heeft dit er bijvoorbeeld voor gezorgd dat het percentage deelnemers van andere diensten dan de LAF op 22% is uitgekomen, waar 10% als doel was gesteld.</p> <p>Een andere belangrijke les is het verder opzoeken van samenwerking met andere (donor)activiteiten op het gebied van capaciteitsopbouw van de LAF. Er wordt inmiddels al samengewerkt met 2 andere projecten op het gebied van IBM. Ook is er sinds dit jaar verdere samenwerking met 1 van de andere interventies in Libanon die door NL wordt gefinancierd, gericht op het ondersteunen van CIMIC (Civil Military Cooperation).</p> <p>Tot slot is er in het vorige programma al een pilot geweest op het gebied van regionale training vanuit dit project. Specifieker het trainen van collega's in Irak door Libanese trainers. De lessen van deze succesvolle pilot zijn ook meegenomen in de voorstellen om in de aankomende fase een groter nadruk te leggen op regionale training. Een voorbeeld van een (praktische) les is bijvoorbeeld de hoge kosten en lastige organisatie van training in Irak zelf vanwege de veiligheidssituatie, waardoor men nu inzet op het laten plaatsvinden van de daadwerkelijke training in Libanon.</p>
Is er een quality@entry voor deze activiteit gehouden?	<input type="checkbox"/> Ja <input checked="" type="checkbox"/> Nee	<p>Indien ja > voeg verslag/notulen van de Q@E als bijlage bij de aanvraag toe. Zie hier voor meer informatie over wanneer een Q@E nodig is.</p>
Samenhang en inbedding		
<i>Het Stabiliteitsfonds is een geïntegreerd fonds. Activiteiten dienen aan te sluiten bij de brede NLse inzet in het land of regio en/of onderdeel te zijn van brede NLse inzet op een bepaald thema.</i>		
Criteria	Uitleg/toetsing	toelichting
De activiteit sluit aan bij de resultaatketen van de MLS of het jaarplan?	<input checked="" type="checkbox"/> Ja <input type="checkbox"/> Nee	<p>Het behouden van stabiliteit in Libanon draagt bij een stabiele ring rond Europa. De inzet van Nederland in Libanon is sterk gericht op het behouden van 5.1.2a stabiliteit: het onderdeel peace, security, stability and migration is dan ook geïdentificeerd als een van de topprioriteiten in de MLS voor Libanon (resultaat 1: reduced levels of violence and levels of fear experienced in Lebanon). Hierbij is ook specifiek border management geïdentificeerd als belangrijk focusgebied. Zo is in de te behalen resultaten het volgende opgenomen: <i>increased capacity of the Lebanese border forces to deal with criminal investigations and border management practices following the delivery of border management training courses and study visits (on investigation</i></p>

Indieningsformulier financieringsaanvraag Stabiliteitsfonds

	<p><i>techniques, human trafficking, document fraud, etc.) to staff working with the LAF, security institutions and border management agencies</i></p> <p>Binnen het belang van de stabiliteit van Libanon is er brede consensus dat het ondersteunen van de LAF (Lebanese Armed Forces) cruciaal is, als essentiële pijler om de veiligheid en stabiliteit in Libanon te waarborgen. Nederland heeft zich toegespitst op een aantal onderwerpen binnen de veiligheidssector: civiel-militaire samenwerking (CIMIC), border management, het tegengaan van grondoorzaken van terrorisme en humanitaire ontminning. Hierbij wordt altijd specifiek gekeken hoe Nederland kan bijdragen aan het bevorderen en versterken van de eigen capaciteit bij het LAF zelf, om zo de duurzaamheid van de interventies te vergroten. Nederland is in Libanon een van de belangrijkste donoren op het gebied van veiligheid en een belangrijke partner voor het LAF. De voorgestelde activiteit bouwt voort op bestaande expertise en ervaring van Nederland en uitvoeringspartner ICMPD in Libanon, aangepast aan de huidige situatie.</p> <p>Libanon <input type="text" value="5.1.2a"/> dat bovendien grote hoeveelheden Syrische vluchtelingen opvangt. In de MLS en recente jaarplannen wordt het belang van het steunen van het LAF en de bredere veiligheidssector meerdere malen benoemt, <input type="text" value="5.1.2a"/></p> <p><input type="text" value="5.1.2a"/></p>
<p>Is er voor het thema (zie thema's hierboven) een theory of change of resultatenkader opgesteld?</p>	<p><input type="checkbox"/> Ja <input checked="" type="checkbox"/> Nee</p> <p>Er is geen specifieke ToC voor Security Sector Reform. Wel draagt deze activiteit bij aan het behalen van resultaten binnen de algemene TOC van de Nederlandse focus op het gebied van Veiligheid en Rechtsorde.</p> <p>Dit gebeurt binnen de lange termijn outcome <i>Human security (Reduced levels of violence and levels of fear experienced)</i>. Onder deze outcome draagt het project namelijk bij aan outcome 1.1: <i>Security providers and national security policy</i>. Zoals genoemd in deze ToC richt het project zich namelijk op het verbeteren van de effectiviteit van nationale veiligheidsdiensten, maar ook door het zorgen voor meer accountability (dwz de inspanningen gericht op het verkrijgen van internationale certificering van de inzet en het trainen op een <i>human rights based approach</i> van de veiligheidsdiensten).</p>
<p>Wat zijn de andere activiteiten die door NL worden gefinancierd in dit land/regio op het gebied van stabiliteit, vrede en veiligheid (HGIS doelstelling 2)?</p>	<p><i>Humanitair ontminnen via MAG; Capaciteitsopbouw Lebanese Mine Action Center via UNDP; Civil Military Cooperation via DCAF;</i></p>
<p>Zijn er vergelijkbare activiteiten die NL financiert op dit thema (zowel in dit land als in andere landen)?</p>	<p><input checked="" type="checkbox"/> Ja <input type="checkbox"/> Nee</p> <p>In Libanon zelf zijn geen vergelijkbare activiteiten die door NL worden gefinancierd.</p> <p>Wel wordt er in Jordanië een vergelijkbare activiteit gefinancierd <i>Netherlands Assistance to Jordanian Border Control Agencies</i>, waar dit project ook beoogt mee samen te werken in de toekomst.</p>
<p>Wat zijn de lessons learned van deze vergelijkbare activiteiten en hoe zijn deze meegenomen in de totstandkoming van dit voorstel?</p>	<p>Zie eerder in dit formulier de lessons learned van de huidige aflopende activiteit.</p> <p>Het genoemde project in Jordanië is sinds 2021 gestart en daarom nog geen belangrijke lessons learned. Wel is er al contact met dit project zodat eventuele lessen kunnen worden overgenomen en zodat men zorgt dat de mogelijkheden tot synergie worden benut.</p>
<p>Appreciaties</p>	

Indieningsformulier financieringsaanvraag Stabiliteitsfonds

Het Stabiliteitsfonds is een geïntegreerd fonds. Activiteiten dienen brede steun te hebben binnen het departement.

Visie betrokken directies en post(en)

Visie van indienende directie/post, regio/themadirectie, DVB en DSH, en post waar activiteit plaatsvindt zijn verplicht. Indien meer posten of directies betrokken zijn, s.v.p. appreciaties ook invoegen.

Post/directie	Visie	Opsteller/naam
DSH	Project volgt op eerdere steun aan de LAF. De LAF wordt beschouwd als onafhankelijke veiligheidsinstelling die de stabiliteit in Libanon moet bewaken. Daarom voor NL van belang om de LAF te helpen haar taken goed uit te voeren en om een goede relatie met de LAF op te bouwen. M.b.t. migratie en zeker de toenemende druk op Syrische vluchtelingen om vanuit Libanon naar Syrië terug te keren, is het belangrijk dit project goed te monitoren. Het voorstel spreekt van mogelijke steun aan trainingen van de LAF aan Syrische counterparts in de toekomst; dat lijkt me voor Nederland uitgesloten.	5.1.2e
DVB	Positief advies. Project past binnen de bredere NLe inzet op regionale veiligheid en stabiliteit. 5.1.2a 5.1.2a Dit project is daar een concrete en realiseerbare uiting van, waar andere bijdragen moeilijker van de grond te krijgen zijn. Ook draagt het project bij aan de training van <i>border management</i> van buurlanden als Irak, wederom passend binnen de inzet op regionale veiligheid	5.1.2e
Regio/themadirectie	Libanon wordt geteisterd door een ernstige meerkoppige crises (humanitair, sociaal, economisch, politiek). Als gevolg hiervan staat de waarborging van de stabiliteit en veiligheid van Libanon onder grote druk. 5.1.2a 5.1.2a 5.1.2a In het MLS is vastgelegd dat het bijdragen aan stabiliteit en veiligheid in Libanon de overkoepelende doelstelling is van de Nederlandse inzet. Het bijdragen aan ' <i>robust and balanced integrated border management and control</i> ' is hierbij een van de subdoelstellingen. Dit projectvoorstel komt tegemoet aan deze subdoelstelling, waarbij het ook als positief wordt gezien dat er speciale focus wordt gelegd op de haven van Beiroet. Deze haven geldt namelijk als een belangrijk strategisch knelpunt. Tegen de achtergrond van bovenstaande adviseert DAM positief over dit projectvoorstel.	5.1.2e DAM

Post	<p>Juist in de huidige periode, waarin de veiligheidssituatie ernstig verslechtert, is het van belang om de veiligheidssector te blijven steunen langs de lijnen van prioriteiten en capaciteiten van Nederland. 5.1.2a</p> <div style="border: 1px solid black; height: 100px; width: 100%; text-align: center; margin: 10px 0;">5.1.2a</div> <p style="text-align: center;">5.1.2a De huidige samenwerkingen met de LAF op het gebied van capaciteitsopbouw zijn daarom belangrijke activiteiten in Libanon.</p> <p>De voorgestelde interventie is een mooie aanvulling op de al bestaande inspanningen. Door de langetermijn-horizon en het feit dat de LAF ook verder wordt ondersteund in de richting van een regionale voorbeeldfunctie draagt dit voorstel bij aan duurzame resultaten in de gehele regio. Specifieke aandacht voor de veiligheid in de haven is, gezien het belang hiervan en de expertise van Nederland, een waardevolle aanvulling. Bovendien sluit het aan bij de MLS, waarin ondersteuning van de veiligheidssector een prioriteit is, met name bedoeld om de stabiliteit van Libanon, een land aan de grens van Europa, te helpen ondersteunen.</p>	<div style="border: 1px solid black; padding: 2px; width: fit-content;">5.1.2a</div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">5.1.2e</div>
Secretariaat Stabiliteitsfonds	Laat dit open voor de visie van het Secretariaat Stabiliteitsfonds	

Rol post/rol departement

Post/directie	Rol
DSH-KA	<i>Verantwoordelijk voor administratieve afhandeling van rapportages en betalingen.</i>
<div style="border: 1px solid black; padding: 2px; width: fit-content;">5.1.2a</div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">5.1.2e</div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">5.1.2e</div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">5.1.2e</div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">ZMA</div> <div style="border: 1px solid black; padding: 2px; width: fit-content;">Beiroet</div>	<i>Eerste aanspreekpunt voor partnerorganisatie, verantwoordelijk voor monitoring (oa veldbezoeken) en inhoudelijke afhandeling rapportages</i>
Heeft post/directie capaciteit en expertise om activiteit te monitoren?	<input checked="" type="checkbox"/> Ja <input type="checkbox"/> Nee

Indieningsformulier financieringsaanvraag Stabiliteitsfonds

<p><u>Checklist</u></p> <p>Bevat de indiening de volgende elementen?</p>	<ul style="list-style-type: none"><input checked="" type="checkbox"/> Volledig projectvoorstel<input checked="" type="checkbox"/> Uitgesplitst budget<input checked="" type="checkbox"/> Compleet Beoordelingsmemorandum (Bemo)<input checked="" type="checkbox"/> Aanvraagbrief van de partnerorganisatie<input checked="" type="checkbox"/> Indieningsformulier is compleet <p><i>Enkel aanvragen die alle bovenstaande onderdelen omvatten kunnen in behandeling worden genomen.</i></p>
<p><u>Ruimte voor commentaar/overig</u></p>	

To: 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; 5.1.2e 5.1.2e @icmpd.org; 5.1.2e 5.1.2e @icmpd.org; 5.1.2e
5.1.2e @icmpd.org
From: 5.1.2e
5.1.2e Mon 10/11/2021 9:19:54 AM
Subject: RE: Formal submission of proposal for The Netherlands' Assistance to Lebanese Border Agencies Lebanon (IBM) - Phase 5 project
Received: Mon 10/11/2021 9:19:56 AM
[20211011101337.pdf](#)

Dear 5.1.2e
In case the financial form requires a different format please find attached another (latest) version just provided by our Finance section.

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

Sent: 09 October 2021 13:13
To: 5.1.2e <5.1.2e@icmpd.org>; 5.1.2e <5.1.2e@minbuza.nl>
Cc: 5.1.2e <5.1.2e@icmpd.org>; 5.1.2e <5.1.2e@icmpd.org>; 5.1.2e <5.1.2e@icmpd.org>; 5.1.2e <5.1.2e@icmpd.org>; 5.1.2e <5.1.2e@icmpd.org>

Subject: RE: Formal submission of proposal for The Netherlands' Assistance to Lebanese Border Agencies Lebanon (IBM) - Phase 5 project
Dear 5.1.2e and colleagues,
Great news! Thank you so much for the undoubted hard work you have put into it this week. Hereby I can confirm we received the proposal and related documents in good order.
As mentioned, we will now take it forward for approval at the Ministry in the Hague. Im expecting to have a decision on this in the first week of November, but timelines could switch a bit. Needless to say, I will of course keep you updated on the process.

Best regards,
5.1.2e
From: 5.1.2e <5.1.2e@icmpd.org>

Sent: zaterdag 9 oktober 2021 13:09
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>; 5.1.2e <5.1.2e@icmpd.org>; 5.1.2e <5.1.2e@icmpd.org>; 5.1.2e <5.1.2e@icmpd.org>

Subject: Formal submission of proposal for The Netherlands' Assistance to Lebanese Border Agencies Lebanon (IBM) - Phase 5 project
Dear 5.1.2e,
I am very pleased to inform you that ICMPD is now able to formally submit the proposal for a new and exciting phase of *The Netherlands' Assistance in Lebanon, IBM* project.

- Please find attached:
- ✓ Cover Letter from our Head of Region, 5.1.2e 5.1.2e
 - ✓ The formal confirmation of banking details
 - ✓ The Description of Action for the proposal
 - ✓ The Budget
 - ✓ The Logframe
 - ✓ The original (Arabic) letter of support for the proposal from the Lebanese Armed Forces
 - ✓ The translated (English) letter of support for the proposal from the Lebanese Armed Forces

I hope the above is satisfactory and, on behalf of ICMPD, look forward to hearing from you soon.
As always, if there is anything further I can do to assist don't hesitate to let me know.

Best Regards
5.1.2e
5.1.2e
5.1.2e
ICMPD Offices Malta & Lebanon
Training Institute on Migration Capacity Partnership for the Mediterranean (MCP Med TI) & Netherlands Assistance to Lebanese Border Agencies (IBM)
E: 5.1.2e@icmpd.org



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Budget for NL IBM5 2022-20	Description	unit	# of units	unit rate	Total costs in EUR 36 months
1. Activities Costs					
Component 1: Continued development of the IAF, CTS					
Expert/provider costs					
Event/training organization					
Procurement					
Component 2: National provision of training Including maritime port security	Trainings/events organisation, interpretation and translation, expertise (internal/external), travel, per diems, health, certification, procurement (furniture, equipment, infrastructure, software etc.), rental (equipment/facility), security, catering, logistics, publications.				
Expert/provider costs					
Event/training organization					
Component 3: Regional knowledge exchanges					
Expert/provider costs					
Event/training organization					
Internal Monitoring, Evaluation and Learning	Focuses on project optimisation and organisational learning. M&E will concentrate on i) project implementation and the delivery of tangible outputs with regard to: timeliness of delivery, quantity and quality of outputs as well as external intervening factors, ii) assumptions necessary to achieve the envisaged results, iii) the identification of lessons learned that can support the optimisation of project implementation.				
Visibility	Ensuring the visibility of the Action, and Netherlands' funding/support, in particular among target groups and final beneficiaries. Indicative activities as described in the project description.				
Subtotal Activities Costs					
2. HR Costs	Rates are in accordance with the ICMPD Global Salary Scale or adjusted to the Lebanon Local Salary Scale for local positions per person/month. Rates are competitive and aligned to similar international organisations within the development sector.				
2.1. Strategic Oversight and Programmatic Coordination	The Head of Region, Head of Programme and national partners (as per position as described in the project description)				
2.2. Project Implementation Team					
5.1.2e (national)	Core project team as outlined in project description		5.1.2a		
Associate 5.1.2e (national)					
Project Assistant (national)					
2.3 Project Operations Support Team (POPST)	The POPST provides technical and operational services and backstopping that are required for implementation of the project. These services include Resource management (ensuring appropriate internal monitoring and control, as well as compliance with the organisation's rules and regulations and donor requirements; allocation of human resources to the project based on submitted timesheets; experts contracting; support in travel organisation, preparation of financial report to donors, etc.); Financial services (maintenance of projects accounting system and project cash flow, execution of payments, preparation of financial statements and clearance of financial report to donors, etc.); Security (oversight and guidance on safety/security issues at individual, project and institutional levels, contingency and emergency planning/ responses); as well as other additional support services required due to specifics of the project.				
Subtotal HR Costs					
3. Office and related operating costs					
3.1 Office operating costs	Running costs including rent, maintenance (incl. electricity, communication costs, cleaning, etc., rent of printers and ICT equipment and services), supplies and consumables for the implementation and support offices.				
3.2 Bank Fees and Charges	Bank charges cover costs of bank transfers, financial guarantees as well as negative interest charges for credit balances on the ICMPD bank account.				
3.3 Equipment	Furniture, equipment and ICT for project staff				
Subtotal Office and related operating costs					
4. Total direct eligible costs of the Action					
5. Administrative costs (maximum 7% of 6, total direct eligible costs of the Action)	Flat rate fixed at 7% of total direct eligible costs of the Action to cover the services which are not assigned to any other heading of the budget: general management, organisational services like communications, documentation, employee development and training, legal services, internal audit, etc.				
6. Total eligible costs					2,500,000.00

Note: No additional co-funding by other donors exists for this project

To: [redacted] 5.1.2e [redacted] 5.1.2e [redacted] @minbuza.nl]; [redacted] 5.1.2e [redacted] 5.1.2e [redacted] @minbuza.nl]; [redacted] 5.1.2e [redacted] 5.1.2i [redacted] @minbuza.nl];
[redacted] 5.1.2e [redacted] 5.1.2e [redacted] @minbuza.nl]; [redacted] 5.1.2e [redacted] 5.1.2e [redacted] @minbuza.nl];
Cc: [redacted] 5.1.2e [redacted] 5.1.2e [redacted] @icmpd.org]; [redacted] 5.1.2e [redacted] 5.1.2e [redacted] @icmpd.org]; [redacted] 5.1.2e [redacted] 5.1.2e [redacted] @icmpd.org];
[redacted] 5.1.2e [redacted] 5.1.2e [redacted] @icmpd.org]; [redacted] 5.1.2e [redacted] 5.1.2e [redacted] @icmpd.org]; [redacted] 5.1.2e [redacted] 5.1.2e [redacted] @icmpd.org];
[redacted] 5.1.2e [redacted] 5.1.2e [redacted] @icmpd.org]

From: [redacted] 5.1.2e
[redacted] 5.1.2e Mon 10/4/2021 3:06:20 AM
Subject: Monthly Report: Netherlands Assistance to Lebanese Border Agencies (September 2021)
Received: Mon 10/4/2021 3:06:34 AM
ICMPD Border Management Security Lebanon NL LEBANON monthly report September2021.pdf

Dear All,
Please find attached September's monthly narrative report from the *Netherlands' Assistance to Lebanese Border Agencies (IBM)* project.

Best Regards

[redacted] 5.1.2e [redacted] 5.1.2e

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

E: [redacted] 5.1.2e [redacted] @icmpd.org

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International Center for Migration Policy Development (ICMPD)

Attn. Mr. [5.1.2e]

Gonzagagasse 1, 5th floor

A-1010 Vienna

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

**Stabilisation and Humanitarian
Aid Department**

Postbus 20061
2500 EB The Hague
The Netherlands

<http://www.government.nl>

Contact

DSH-BU

[\[5.1.2e \]@minbuza.nl](mailto:[5.1.2e]@minbuza.nl)

Cc:

[\[5.1.2e \]@minbuza.nl](mailto:[5.1.2e]@minbuza.nl)

[\[5.1.2e \]@minbuza.nl](mailto:[5.1.2e]@minbuza.nl)

Date 1 December 2019

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

Our reference

4000001979

Dear [5.1.2e]

With reference to the 2020 Annual Plan and Budget received on 27 September 2019, I am pleased to inform you that both have been approved. I have furthermore decided to release the 2nd instalment of EUR 528,550.50.

The aforementioned amount will be transferred to the following bank account;

Bank details:

Beneficiary: International Center for Migration Policy Development (ICMPD)

Bank Address: Gonzagagasse 1, 1010 Vienna Austria

Bank:

IBAN:

BIC:

[5.1.2a]

With kind regards,

For the Minister of Foreign Affairs,

[5.1.2e]

[5.1.2e]

Stabilisation and Humanitarian Aid Department



Monthly Report

Period of Report	From	1 September, 2021	To	30 September, 2021
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Beneficiaries	<ul style="list-style-type: none"> - Lebanese Armed Forces (LAF) - Lebanese Internal Security Forces (ISF) - Lebanese Directorate General of the Security General (GS) - Lebanese Customs Administration (LCA) - Lebanese Directorate General for Civil Defence (LCD) 		
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"> • 6-10/9: <i>Communication and Presentation Skills</i> course (EQF accredited) @online • 13-17/9: <i>Communication and Presentation Skills</i> course (EQF accredited) @online • 27/9-1/10: <i>Leadership Skills</i> course (EQF accredited) @online 			
Narrative/descriptive reporting			
<p>6-17/9 two, week-long <i>Communication and Presentation Skills</i> courses were delivered virtually to a combined audience of seventeen (17) participants from LAF (8), ISF (4), GS, (3) and State Security (2). These courses supplemented the learning already provided to agencies' educational staff through the EU-accredited <i>Train the Trainers</i> (TtT) courses and similarly carry fully recognised European educational credits at level 4 of the European Qualifications Framework (EQF). Just under 25% (4/17) of participants were female.</p> <p>A second supplementary EQF-pinned course for educators, a <i>Leadership Skills</i> course, commenced 27/9 and is due to conclude 1/10. Nine (9) participants from LAF (5), ISF (1), GS (2) and State Security (1) are enrolled, including two (2) women.</p> <p>A final <i>Train the Trainers</i> (TtT) course will be delivered in October (provisionally 11-15).</p> <p>The <i>Advanced Interviewing Techniques</i> (INT A) courses for LAF second-line investigators from the Military Police and Intelligence is being finalised. The specialist provider has been contracted and material is well-advanced. Despite some delays caused by LAF bureaucracy, the course is still on schedule to be held twice from the 18th of October to the 8th of November. This will be the final training activity of the project.</p> <p>In preparation for the closure of the project, the ICMPD office in the CTS (including its furniture, electrical appliances, office desks and chairs, filing cabinets, a printer, and a shredder) was handed</p>			

ICMPD Lebanon
Patriarch Hobeich Street, Moghrabi Bldg., 8th floor
Achrafieh, Beirut

5.1.2a

5.1.2a @icmpd.org

Twitter: @ICMPDinLebanon



back to LAF. Should there be a subsequent phase of the project the space may yet again be made available however pending that it is of more use to help host the CTS' own increasing staff.

The problems reported with regard to the CTS solar system have now been solved. Whereas some technical issues were detected and fixed, the primary issues related to incorrect use by the CTS personnel. As a result the LAF Directorate of Engineering and Phoenix Energy (the commercial supplier of the system) delivered training for the local staff on how to correctly operate and care for the system and will maintain monitoring of the situation to try to avoid further issues.

The refurbishment of the CTS' entrance has now been completed. Now with stone tiling added to the facade, re-laid paving stones in front of the entrance, improved lighting and glass doors/walls, the entrance is much-improved both from a practical and aesthetic point of view. A plaque highlighting that the refurbishment was funded by the Netherlands' was also added.

Hundreds of copies of training manuals and other materials developed under the project continue to be printed and distributed.

The Project Manager and the Project Officer both transferred to Malta. Whereas the Project Officer has permanently left the project, the Project Manager retains managerial and reporting oversight.

Difficulties encountered

The worsening economic, political and medical/sanitary instability make planning and implementation difficult.

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

The documentation for a proposed fifth phase of the Action is being completed. With rounds of consultation meetings and reviews with both the NL embassy and LAF having successfully concluded, a provisionally agreed narrative DoA and logframe have now been drafted. A budget is currently being prepared with submission urgently requested by NL well within 1st half October.

Planned activities

- 27/9-1/10: *Leadership Skills* course (EQF accredited) @online
- 4-8/10: *Leadership Skills* course (EQF accredited) @online
- 11-15/10: *Train the Trainers Award* (EQF accredited) @ online
- 18-27/10: *Advanced Interview Techniques* (Int A) course @ Beirut
- 28/10-8/11: *Advanced Interview Techniques* (Int A) course @ Beirut

5.1.2e 5.1.2e

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

Floriana, Malta, 8 October 2021

Dear 5.1.2e

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

Attached documents:

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

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

5.1.2a

5.1.2e@icmpd.org
www.icmpd.org

20210018761

Republic of Lebanon

Lebanese Ministry of Defence

Lebanese Armed Forces Command

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#10918/AM

Category: 1 - 30890

To the International Centre for Migration Policy Development (ICMPD)

Subject: Concept Note on the Netherlands' Assistance to Lebanese Border Agencies (IBM) Phase V

The Lebanese Armed Forces Command would like to notify you that it sees no hurdle to approving the Netherlands' Assistance to Lebanese Border Agencies (IBM) Phase V Concept Note dealing with monitoring and controlling the Lebanese borders and that would be implemented by ICMPD, following the preparation and ratification of a cooperation protocol detailing the contents of the Concept Note. Moreover, concerning the enhancement of port security in Lebanon, the Lebanese Armed Forces Command advises to hold on this particular theme until a specialized school dealing with this theme has been established.

For your information and review.

Sixth of October 2021

Signed by:

5.1.2e

5.1.2e

A copy of this correspondence has been sent to:

- Lebanese Armed Forces, 5.1.2e
- Lebanese Armed Forces Directorate of Intelligence
- Lebanese Armed Forces, 5.1.2e
- Lebanese Armed Forces Staff Secretariat



FINANCIAL IDENTIFICATION

PRIVACY STATEMENT

http://ec.europa.eu/budget/contracts_grants/info_contracts/financial_id/financial-id_en.cfm#en

Please use CAPITAL LETTERS and LATIN CHARACTERS when filling in the form.

BANKING DETAILS ①

ACCOUNT NAME ②	International Centre for Migration Policy Development		
IBAN/ACCOUNT NUMBER ③	5.1.2a		
CURRENCY	EURO		
BIC/SWIFT CODE	5.1.2a	BRANCH CODE ④	
BANK NAME	5.1.2a		
ADDRESS OF BANK BRANCH			
STREET & NUMBER	5.1.2a		
TOWN/CITY	5.1.2a	POSTCODE	5.1.2a
COUNTRY	Austria		

ACCOUNT HOLDER'S DATA

AS DECLARED TO THE BANK

ACCOUNT HOLDER	International Centre for Migration Policy Development - ICMPD		
STREET & NUMBER	Gonzagagasse 1/5th floor		
TOWN/CITY	Vienna	POSTCODE	1010
COUNTRY	Austria		

REMARK	
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BANK STAMP + SIGNATURE OF BANK REPRESENTATIVE ⑤	DATE (Obligatory)
5.1.2a	11/10/2021
SIGNATURE OF ACCOUNT HOLDER (Obligatory)	5.1.2a

- ① Enter the final bank data and not the data of the intermediary bank.
- ② This does not refer to the type of account. The account name is usually the one of the account holder. However, the account holder may have chosen to give a different name to its bank account.
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- ④ Only applicable for US (ABA code), for AU/NZ (BSB code) and for CA (Transit code). Does not apply for other countries.
- ⑤ It is preferable to attach a copy of RECENT bank statement. Please note that the bank statement has to confirm all the information listed above under 'ACCOUNT NAME', 'ACCOUNT NUMBER/IBAN' and 'BANK NAME'. With an attached statement, the stamp of the bank and the signature of the bank's representative are not required. The signature of the account-holder and the date are ALWAYS mandatory.

ICMPD Bank Details for HQ Vienna

Beneficiary Name: ICMPD International Centre for Migration Policy Development
Beneficiary Address: Gonzagagasse 1, 1010 Vienna, Austria

Beneficiary Bank:
Bank Address:

IBAN EUR BANK ACCOUNT

Currency: EUR
IBAN:
BIC:

IBAN USD BANK ACCOUNT

Currency: USD
IBAN:
BIC:

IBAN CHF BANK ACCOUNT

Currency: CHF
IBAN:
BIC:

IBAN GBP BANK ACCOUNT

Currency: GBP
IBAN:
BIC:

For any inquiries, please refer to @icmpd.org –

17th May 2019

Filename: ICMPD Bank Detail for HQ Vienna		Distribution: ICMPD Staff	
Drafted	Approved	Released	Effective from
<input type="text" value="5.1.2e"/>	<input type="text" value="5.1.2e"/>	<input type="text" value="5.1.2e"/>	17/05/2019

To: [5.1.2e] [5.1.2e] [5.1.2e] @minbuza.nl
From: [5.1.2e]
[5.1.2e] Thur 4/8/2021 1:29:44 PM
Subject: FW: Authority to use specific training provider
Received: Thur 4/8/2021 1:29:45 PM

Hallo [5.1.2e]

Verhaal gelezen, in feite een verzoek voor een follow-up van een activiteit die al eerder is uitgevoerd in de context van het lopende project en volkomen geborgd in de doelstellingen.
Een administratieve ICMPD 'hobbel' waarmee m.i. van onze zijde gewoon ingestemd kan worden. Hoor graag wat jij er van vindt!
Kunnen we [5.1.2e] weer verder helpen.

Groeten,
[5.1.2e]

Met vriendelijke groeten, yours sincerely,

[5.1.2e] [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
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El-Metn - Lebanon



[5.1.2e]
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From: [5.1.2e] <[5.1.2e]@icmpd.org>
Sent: donderdag 8 april 2021 13:50
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: Authority to use specific training provider

Reeds beoordeeld in 1161622

Reeds beoordeeld in 1161622

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Annual Plan, 2021

Project Title: Netherlands' Assistance to Lebanese Border Agencies (IBM)	
Project Number: 4000001979	Implementing Organisation: ICMPD
Project Duration: 1/1/19 – 31/12/21	Country: Lebanon
Beneficiaries: <ul style="list-style-type: none"> • Lebanese Armed Forces (LAF) – primary beneficiary • Lebanese Internal Security Forces (ISF) • Lebanese Directorate General of the Security General (GS) • Lebanese Customs Administration (LCA) • Lebanese Directorate General for Civil Defence (LCD) 	
Reporting Period(s) <p>Activity Plan: 1/10/20 – 31/12/21 (15 months)</p> <p>Budget Plan: 1/1/21 – 31/12/21 (12 months)</p>	
Submitted: 30/9/20 by <input type="text" value="5.1.2e"/>	

Overall objective: To support the effective establishment of the Lebanese Armed Forces (LAF) Land Border Regiment Central Training Centre, <input type="text" value="5.1.2a"/> (CTC) as an IBM border management training centre of excellence.
Specific objectives: <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; 5. To increase gender sensitive approaches

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1. Executive Summary

Repeating the format of the previous year this report will begin with an overview of activities conducted and results achieved thus far (1/1/19 – 30/9/20). This will be followed by a presentation of the currently planned activities for the remaining duration of the project with their intended results before culminating with a budget forecast.

Following an initially calm period, over the past year the Action's operating environment has become primarily characterised by

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Covid-19 pandemic (which is currently at a peak in Lebanon) meant that the Action had to rationalise its implementation methodologies as a matter of urgency. This has been primarily managed by a focus on procurement in combination with an investment in distance learning and communication with activities necessitating face-to-face interaction delayed until 2021.

Despite the 5.1.2a environment the Action has maintained its productivity. To date, **65% of all contracted activities** have been completed. **92 activities** have taken place resulting in: a total of **1,284 participants (over 100 of whom received internationally-recognised qualifications)**; the drafting of **a full set of policy/strategic documents** for the CTC; the near completion of the CTC's certification to the globally recognised **ISO 21001:2018** industry standard for educational institutions; the **addition of 16 new training** modules including full written reference material to the CTC's library (with a further 3 in process); the submission of training material to the LAF Directorate of Education for **formal recognition**; and the donation of a range of **health & safety, environmental and training equipment worth over €200,000**.

Activities have included **twenty-two (22)** not originally foreseen in planning but which were identified as the project progressed as offering significant added value to the achievement and quality of the Action's overall objective. These have included assessments, trainings and workshops. Furthermore, several planned activities have been conducted more times than was originally planned, resulting in an **additional fifteen (15)** activities.

The above have all contributed to a pronounced improvement in the CTC's efficiency as an educational institution to the point where it is increasingly able to offer quality-assured training products delivered by competent training professionals in a growing range of subjects and levels to an ever-expanding client base. While still a work in progress, the attainment of a 'centre of excellence' status for the CTC has never looked more achievable.

Although activities are focussed primarily on the CTC, the Action continues to support other LAF units (such as Land Border Regiments and Military Police) as well as sister border management agencies (ISF, GS, LCA and LCD). Adopting a more inclusive approach, the Action has also proactively pursued partnerships beyond the traditional 'border agency' model to include universities, schools and educational consultancies. Within sectors that are still heavily male-dominated, promoting the presence of women in activities both as recipients and providers (trainers) has been of particular importance to the Action, resulting in women accounting for 23% of participants.

Whereas full compliance with contracted outputs will certainly be achieved (and significantly exceeded) precise planning of activity dates and modalities remains necessarily flexible. Current planning assumes that travel limitations will ease by the 2nd quarter of 2021. Should this not be the case, activities will be reconsidered and a potential budget revision conducted within Q1 of 2021.

2. Review of Activities to Date

2.1. Overview

Within the first 21 months of operation the Action has completed a total of **92 activities** over **143 activity days**. Of these, 61 were 'direct' activities involving training, workshops or study visits to a total of **1,284 participants**; and 31 were 'indirect' activities designed for institutional-level improvement such as donations of equipment or the drafting of policy documents/ training material.

Of the 1,284 participants:

- 1,016 (79%) - LAF
- 37 (3%) - ISF
- 37 (3%) - GS
- 12 (1%) - LCA
- 117 (9%) - Local Schools
- 47 (4%) - University students
- 14 (1%) - UNIFIL

23% (300) of participants were female.

Specific activities **completed** to date are summarised below:

DIRECT					
Dates	Activity	Delivery	Participants	Location	
28-30/1/19	Impostors & Documents (ID)	PM, PO, PA	5.1.2a	CTC	
4-6/2/19	ID course	PO		CTC	
18-20/2/19	ID course	PM, PO, PA + 4 LAF (CTC)		LAF, Saida	
27/2/19	Public Lecture – realities of IGO working	PO, PA		NDU	
7/3/19	Visibility/Communications Policy Wksp	PO, PA		CTC	
12-13/3/19	Institutional Development Strategy Wksp	PM, PO, PA		CTC	
18-21/3/19	NL Assessment Mission	KMar, PM, PO, PA		Various	
26-28/3/19	ID course	PM, PO, PA		ICMPD, Beirut	
4/4/19	Code of Conduct Wksp	PM, PA		CTC	
12/4/19	Gender Policy Wksp	PM, PO (& BTAT)		CTC	
23/4/19	1 st Aid Training - monitoring	PM, PA		CTC	
6/5/19	Doc Sec Taster	PO		Mil Aca Beirut	
13-24/5/19	Advanced ToT: Professional Pedagogy	PM, PO, PA		ICMPD, Beirut	
29/5/19	Public Lecture – realities of IGO working	PO, PA		AUST	
30/5/19	Monitored Prof F: Code of Conduct	PM, PA		CTC	
11-15/6/19	Study Visit: Border Education	PO		Netherlands	
28/6/19	Wksp: Study Visit Findings	PM, PO, PA		ICMPD, Beirut	
9/7/19	Monitored Prof F: Code of Conduct	PM, PA		CTC	
29/7/19	E-Doc refresher	2 x KMar		ICMPD, Beirut	
30-31/7/19	Advanced Imposters	2 x KMar		CERSA, Beirut	
23-28/9/19	E-Doc	IDcentre + PO		Netherlands	
2/10/19	CTC Gender Policy course - Pilot	CTC		CTC	
2/10/19	THB F course - Pilot	NL team		CTC	
8-10/10/19	Monitored ID course to UNIFIL	NL team + 3 CTC		UNIFIL	
15-17/10/19	Border Investigations:1st Responders	+ 1 KMar, 2 Police			
	• Crim F	PM			CTC

	• Res F		PM	5.1.2a	CTC
	• Int F		PM		CTC
	• THB F		PA		CTC
	• Search Persons		CTC		CTC
	• Search Vehicles		CTC		CTC
	• Practical Exercise		CTC		CTC
17/10/19	3 x Prof F: Code of Conduct		CTC		CTC
17/10/19	3 x CTC Gender Policy		CTC		CTC
21-26/10/19	Study Visit: Border Investigations		PA		Netherlands
6/12/19	CTC Open day		PM, PO, PA		CTC
10-12/12/19	Border Investigations:1st Responders		+ 2 KMar, 1 Police		
	• Crim F		PM		CTC
	• Res F		PM		CTC
	• Int F		PM		CTC
	• THB F		PA		CTC
	• Search Persons		CTC		CTC
	• Search Vehicles		CTC		CTC
12/12/19	3 x Prof F: Code of Conduct		CTC	CTC	
12/12/19	3 x CTC Gender Policy		CTC	CTC	
14/10/19-28/8 20	Word Processing (18 hrs)		AUST	Zahle/CTC	
	Presentation (12 hrs)				
	Spreadsheets (12 hrs)				
	Computer Essentials (12 hrs)				
	Online Essentials (6 hrs)				
11-13/2/20	Impostors & Documents (ID)		PO	ICMPD, Beirut	
25-27/2/20	Border Investigations:1st Responders	Crim F	NL team + CTC	CTC	
		Res F			
		Int F			
		THB F			
		Search Persons			
		Search Vehicles			
7/4/20	Principles of ISO 21001:2018 (Educational Organisation Management Systems) training		ISO Liban	Online	
14/4/20	Training Needs Analysis for CTC Staff workshop		NL team + CTC	Online	
8/5/20	ICMPD Procurement procedures workshop		NL team	Online	
11/5/20	Public Lecture – realities of IGO working		PO, PA	Online	
14/5/20	Principles of ISO 45001: 2018 (Occupational Health & Safety)		ISO Liban	Online	
21/5/20	Principles of ISO 26000: 2010 (Social Responsibility)		ISO Liban	Online	
28/5/20	Principles of ISO 14001: 2015 (Environmental Management Systems)		ISO Liban	Online	
17/6/20	Principles of ISO 50001: 2018 (Energy Management Systems)		ISO Liban	Online	
24/6/20	Policy Drafting Skills		ISO Liban	Online	
9/7/20	ToT: Transnational Organised Crime (Wksp 1)		NL team	5.1.2e Online	
23/7/20	ToT: Transnational Organised Crime (Wksp 2)		NL team	5.1.2e Online	
15-17/9/20	ICDL: IT Security (3 days)		AUST	4) CTC	
22-24/9/20	ICDL: IT Security (3 days)		AUST	Rs CTC	
29/9/20	Military ID examination (MIC F) workshop		PO	Online	
Total (2019-2020)	61 Activities		98 Activity Days	1,284 participants (incl. 300 female) (1,016 LAF, 37 ISF, 37 GS, 12 LCA, 4 LCD, 117 Local Schools, 47 Universities, 14 UNIFIL)	