

INDIRECT		
CTC Management Documents	CTC TNA (staff)	
	CTC Visibility Strategy	
	CTC Institutional Development Strategy	
	CTC Gender Policy	
	CTC Health & Safety Policy	
	CTC Environmental Strategy	
	CTC Social Responsibility Policy	
Training Material Produced	<i>Prof F: Code of Conduct</i> Lesson Plans and Teaching Aids (English and Arabic)	
	<i>Search of Persons and Possessions</i> Lesson Plans and Teaching Aids (English and Arabic)	
	<i>Search of Vehicles</i> Lesson Plans and Teaching Aids (English and Arabic)	
	<i>CTC Gender Policy Awareness</i> Lesson Plans (English and Arabic)	
	<i>THB F: Foundation THB Investigations</i> Lesson Plans and Teaching Aids (English and Arabic) (5 wds)	
	<i>Res F: Foundation 1<sup>st</sup> Responders</i> Lesson Plans and Teaching Aids (English and Arabic) (5 wds)	
	<i>Crim F: Foundation Criminal Investigations</i> Lesson Plans and Teaching Aids (English and Arabic) (5 wds)	
	<i>Int F: Foundation Interview Techniques</i> Lesson Plans and Teaching Aids (English and Arabic) (5 wds)	
	<i>Border Investigations: Practical Exercise</i> Lesson Plans and Teaching Aids (English and Arabic) (5 wds)	
	<i>IBM F: Foundation IBM</i> Lesson Plans and Teaching Aids (English and Arabic) (5 wds)	
	<i>MIC F: Military ID Cards</i> Lesson Plans and Teaching Aids (English and Arabic versions) (5 wds)	
	<i>BA F: Foundation Behavioural Analysis</i> Lesson Plans and Teaching Aids (English and Arabic versions) (5 wds)	
Procurement - Equipment	5.1.2a	
Total	31 Activities	45 Activity Days

Complete Totals (2019-2020; Direct & Indirect)	92 Activities	143 Activity Days	1,284 participants (incl. 300 female) 5.1.2a
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## 2.2. Ongoing Activities

In addition to those already completed there are several activities that are in the process of being implemented (begun but not yet formally concluded). These activities are NOT included in data for completed activities. These consist of:

Direct				
Dates	Activity	Delivery	Participants	Location
1/7-Q4	CTC - ISO 21001 audit and certification	ISO Liban	CTC	Online/CTC
Indirect				
Training Material	<i>ToC F: Foundation Transnational Organised Crime</i> Lesson Plans and Teaching Aids (English and Arabic)			
Procurement – Equipment	Solar Electricity and Water Heating System for CTC			
	9 x 2nd-line EdisonTD licences			
	CTC Fire detection, alarm, evacuation and fighting equipment			
	Distance Learning/ Computer-based Training suite			
	CTC Potable water filtration system			
	BCC refurbishment			
	Internet amplification/protection for CTC			

### 2.3. Completion of Contracted Activities

Progress against specifically contracted activities as stated within the Project Fiche is currently at **65%**.

Progress by individual groups of activity is shown in the table below:

Activity		Contracted	Completed
<b>GENERIC</b>			
Courses	Monitored ID or Doc F courses	6	6 (100%)
	Advanced Document Security (Doc A)	1	
	Expert Document Security (E-Doc) Masterclass	1	1 (100%)
	EBS	6	
	Foundation 1 <sup>st</sup> Responder (Res F)	4	3 (75%)
	Foundation Interview Techniques (Int F)	4	3 (75%)
	Foundation Criminal Investigations (Crim F)	4	3 (75%)
	Foundation Trafficking in Human Beings (THB F)	4	3 (75%)
	Advanced Interview Techniques (Int A)	2	
	Advanced Trafficking in Human Beings (THB A)	2	
	Foundation Border Police Professional Standards (Prof F)	2	2 (100%) Note: a total of 8 courses have been conducted, <b>400%</b> of the contracted total
Lecture	Modern Border Management public lectures/workshops/conferences	3	3 (100%)
<b>Generic Actions Totals</b>		<b>39</b>	<b>24 (62%)</b>
<b>CTC-SPECIFIC</b>			
Courses	Postgraduate/ Further Education courses	3	3 (100%) Note: a total of 5 courses have been conducted, <b>166%</b> of the contracted total
	Training of Trainers (ToT) courses	3	1 (33%)
	First Aid courses	2	1 (50%)
	Training Needs Analysis (TNA) for CTC staff	1	1 (100%)
	IT Security course	1	1 (100%) Note: a total of 2 courses have been conducted, <b>200%</b> of the contracted total
	Gender sensitivity course	1	1 (100%) Note: a total of 7 courses have been conducted, <b>700%</b> of the contracted total
Study Visits	Study Visits	3	2 (67%)
	Study Visit Development Plan Workshops	3	1 (33%)
Training Core Docs	Training Needs Analysis for CTC	1	1 (100%)
	Training Needs Analysis for border staff	1	
	Annual training plan	1	1 (100%)
Strategies	Institutional development strategy	1	1 (100%)
	Environmental management strategy	1	1 (100%)
	Visibility strategy	1	1 (100%)
Policies	Gender sensitivity policy	1	1 (100%)
	Health and safety policy	1	1 (100%)
	Social responsibility policy	1	1 (100%)
Infrastructure/ Equipment	Solar equipment	1	
<b>CTC-Specific Actions Totals</b>		<b>27</b>	<b>19 (70%)</b>
<b>TOTAL Contracted (Generic + CTC-Specific)</b>		<b>66 (39+27)</b>	<b>43 (65%)</b>

## 2.4. Additional Activities Conducted

In addition to those specifically mentioned in the Project Fiche, the Action has also conducted **twenty-two (22) additional** activities (not factored in for % completion of contract):

Other (Not Contracted)	
Assessment	Assessment & Planning mission
Workshop	Visibility Workshop
Workshop	Institutional Development Workshop
Training	Document Security 'Taster Sessions'
Workshop	Code of Conduct Lesson Plan Development Workshop
Training	E-Doc Refresher
Training	Advanced Imposters
Workshop	CTC Gender Policy Course - Pilot
Workshop	THB F Course - Pilot
Training	2 x Border Investigations: Practical Exercise Day
Event	CTC Open Day
Training (online)	Principles of ISO 21001: 2018 (EOMS)
Training (online)	Procurement Processes
Training	Principles of ISO 45001: 2018 (Occupational H & S)
Training	Principles of ISO 26000: 2010 (Social Responsibility)
Training	Principles of ISO 14001:2015 (Environmental Management Systems)
Training	Principles of ISO 50001:2018 (EnMS)
Training	Policy Drafting Skills
Training	2 x ToT: Transnational Organised Crime Workshops
Workshop	Military ID examination (MIC F) session Workshop

In combination with the extra courses delivered for those contracted activities (Foundation Border Police Professional Standards (Prof F); IT Security, Gender Sensitivity; Postgraduate/ Further Education courses) this represents a total of **37 additional individual activities**.

## 2.5. Progress Against Verifiable Indicators

The Action is still performing very well against the verifiable indicators as defined by the Project Fiche with all either on schedule or already being exceeded. Progress is summarised below:

Verifiable Indicator	Current Status	Data	Comments
100% delivery of all activities mentioned within the project fiche	65%		On schedule
Successful procurement and delivery of all equipment	Ongoing		On schedule
50% increases in type and number of courses provided by CTC	200% increase	<b>Starting: 8 (ID LPs)</b> <b>Current: +16</b> (Code of Conduct, Search of Persons, Search of Vehicles, Crim F, Res F, Int F, THB F, BI Live Exercise, CTC Gender Policy, Military Ethics, Document Security for Lebanese documents, Environmental Responsibility Awareness, Microsoft Word, Microsoft Excel, IBM F, MIC F)	Achieved Exceeding requirement (Quadruple)
60% passing grades for participants of courses that include tests	95%	<b>189/199</b> (IDs: 13/19, 18/19, 18/20, 9/10, 15/15; ToT: 10/10; ICDL: 16/16, 16/16, 16/16, 16/16, 16/16, 12/12, 14/14)	Exceeding requirement
30% of all training courses specifically including gender issues	45%	34/76	Exceeding requirement
10% participation of non-LAF agencies in activities	21%	268/1,284	Exceeding requirement (over double)
10% participation of female participants in activities	23%	300/1,284	Exceeding requirement (over double)

## 2.6. Narrative Summary of Actions

Where possible activities have remain aligned to previous planning however, restrictions caused by 5.1.2a environment has meant that some revisions have been required. This has mainly involved a greater focus on procurement issues and those activities able to be competently delivered using local providers and/or in-house (project team) expertise and resources, with those activities reliant on international travel postponed.

More detailed information is provided within the narrative annual and mid-term narrative reports however summaries by 'Specific Objectives of the Action' are:

### 2.6.1 To support the establishment of professional standards and operating practices within Lebanese border management training

The complete set of policy documents for the CTC have been developed. Created specifically for the CTC's particular circumstances and needs. This includes:

- Institutional development strategy
- Environmental management strategy
- Visibility strategy
- Gender sensitivity policy
- Health and safety policy
- Social responsibility policy

These are supplemented by the CTC's Training Policy to produce a comprehensive portfolio of management documents essential for the smooth running of the CTC.

Proof of the CTC's professional status is being further established through the attainment of formal certification to the International Organisation for Standardisation's *ISO 21001:2018 'Educational organizations - Management systems for educational organizations'* standard. Currently in process and following extensive support from the Action (through certified trainings and guidance from a specialist consultancy firm) successful accreditation is expected soon. The CTC will be amongst the first Lebanese state institutions to obtain this certification.

The development of the competence of CTC staff has also continued. While still developing the knowledge and skills of those designing and delivering training (through a range of trainings, workshops and guidance) the Action has also developed the capabilities of those involved in the management and administration of the CTC (without which the CTC would fail to function). This has included IT courses providing recognised international qualifications (ICDL), training on how to draft policies (and detailed instruction on specific policy areas such as Environmental Responsibility, Social Responsibility and Health & Safety) guidance on procedures (procurement) and First Aid.

### 2.6.2 To contribute to Lebanon's border training infrastructure and equipment

Over €200,000 has already been committed to procurement under three key themes Training, Environment, Health & Safety. These themes reflect the reality that if sustainability is to be achieved for the CTC it must be equally able to operate as an organisational unit in its own right in addition as a training provider specifically.

- **Training:** The primary investment here has been the installation of the CTC's Distance Learning Suite (DLS). A multi-purpose (computer-based, virtual or lecture) facility. This significantly increases the scope and scale of audiences that the CTC can



reach and will form the basis for an LBR-virtual learning environment. Although fully installed and operational, technical completion is pending formal documentation.

- **Environment:** Combining operational results with environmental accountability is a pervasive theme under the Action. Identifying ways for the CTC to develop its sustainability through reduced reliance on external and/or wasteful resources. Completed donations include recycling sorting bins, bicycles, rainwater collection barrels and reusable drinking bottles. Donations in process include the full solar energy and water heating system (delayed due to the Beirut Port incident of August) and the installation of a commercial-grade water filtration system finally bringing access to potable mains water to CTC.
- **Health & safety:** Complementing the basic Medical kits and High-Visibility Tabards (for use in low-light training conditions) donated initially, the Action has most recently provided Emergency Medical Kits (incl. defibrillator) for the newly-created CTC medical team, materials for the construction of safe onsite diesel storage, two-way radios and 5,000 medical face masks. A comprehensive fire detection and alarm system supported by evacuation signage and fire-fighting PPE and equipment is currently being finalised.

Additionally EdisonTD licences for a range of LAF investigative and training units, various visibility items for the CTC, and the refurbishment of the Border Control Committee facility have been/are being provided. Previous plans to expand the CTC accommodation through the use of modified portacabins has been abandoned. This was due to changing requirements from CTC and a set of new procurement priorities from them.

### 2.6.3 To improve access to, and quality of, training for border staff

The CTC's border management training library has tripled in size within the Action's duration. Beginning with eight (8) modules, a further sixteen (16) have since been added resulting in full access to twenty-four (24) bespoke training courses (with a further three (3) currently being finalised). Expanding on the core 'document security' subjects the library now includes modules on related border management issues spanning Investigations, IBM, Trafficking in Human Beings, Gender, Behavioural Analysis, IT and Professional Standards. All training products provided by the Action are done so in English and Arabic with full reference material included.

While trainings are predominantly designed for face-to-face delivery, increasingly the Action has revised existing/ developed new products to be suitable for 'synchronous' distance learning and 'blended' (combining virtual and face-to-face) methods. The Action is now also beginning to develop 'asynchronous', self-paced packages.

The creation of the DLS (see 2.6.2 above) and the planned virtual learning environment for the LAF border units will significantly increase access to the training offered.

### 2.6.4 To improve intra-agency, inter-agency and international training coordination in Lebanon

- **Intra-agency:** A variety of LAF units are deliberately included in activities in order to promote routine intra-agency communication and collaboration. Such units in addition to the CTC thus far include: Directorate of Education; 5.1.2e 5.1.2e Staff College; Military Academy; Naval Academy; Air Force Training School; NCO School; all four (4) LBRs; Military Police; 5.1.2e and the 1<sup>st</sup>

Brigade in activities. A new partner, the *Guarding and Defense of Rafic Hariri International Airport* battalion, will also join this group in October 2021.

The plans to obtain formal recognition of training material and curricula produced by the Action/CTC will further facilitate intra-agency coordination by providing a standardized basis for relevant knowledge and skills that will ensure subsequent harmonized working practices.

- **Interagency:** Constrained by its limited resources (and subsequently also by COVID-19 restrictions) the CTC can report little in the way of practical interagency activities however the Action continues to facilitate communication and coordination between actors where possible.

21% (268/1,284) of activity participants were non-LAF. To date agencies involved have included traditional border ones (ISF, GS, LCA and LCD), non-traditional state actors (State Security) and local communities (schools and universities). Where practical these agencies are invited to both attend and jointly present activities. An example of the latter is the routine use of a multi-agency (LAF, ISF, GS, LCA, and ICMPD) training team to deliver 'document examination' subjects.

- **International:** primarily restricted to the ground-breaking training delivered to members of The United Nations Interim Force in Lebanon (UNIFIL), meaningful international coordination is pending the full integration of necessary globally/regionally accepted standards/practices by the CTC.

#### 2.6.5 To increase gender sensitive approaches

With 23% (300/1,284) of all participants being female and 45% (34/76) of sessions delivered by the Action containing gender issues either as a subject in its own right or as an operational aspect of border management skills, gender is a core concern of the Action. Despite female personnel still being vastly outnumbered by male colleagues (especially in border units) the Action continues to proactively include women both as participants and providers (trainers).

Beyond simply increasing inclusion in its activities the Action has also promoted the introduction of necessary policy/procedural guidelines within beneficiaries' own structures (such as the CTC's Gender Policy); evidences the value of female involvement (such as regarding the best-performing ID course being that delivered by an all-female team to an all-female audience); and plans to facilitate female quality of life at the CTC through the procurement of an ablution block in 2021.

## 2.7. Challenges

Having effectively addressed two of the challenges identified in previous reporting (pressure on CTC resources and engagement from Netherlands' state agency partners) the instability in Lebanon is now the main challenge faced.

The combination of 5.1.2a and the ongoing pandemic has not only forced a modified implementation but also continues to drastically reduce the ability of the Action to reliably plan. Contingency measures are in place (delays, amended modalities and relocations) however these still cannot fully ensure when, nor if, activities will be conducted. For example, the increased use of distance learning and reliance on in-house (project team) expertise has gone a long way to minimising the impact of travel restrictions however these cannot fully

replicate certain agreed activities that require face-to-face interaction with external partners such as KMar).

## 2.8. Lessons Learned

The key lessons learned from the Actions successes as well as difficulties encountered remain largely the same as from the previous Annual Planner with the addition of 'flexibility' and 'reducing the supply chain'. The complete list is as follows:

- **Flexibility:** The ability to speedily and reliably revise implementation schedules and modalities allows a project to tailor its approach to the changing context without undermining or altering the core objectives.
- **Reducing the supply chain:** Reducing the reliance on suppliers (whether they be for equipment or training) from abroad minimises potential shocks to the supply chain. Appreciating that suitable local suppliers may not already exist, it is necessary to work with potential partners as well as beneficiaries to identify and develop capacities in line with project goals.
- **Quality:** Higher quality but lower numbers of assistance always beats more numerous lower-quality outputs. Additionally, as beneficiaries become more competent in relevant subjects 'experts' who are anything but are more easily exposed, undermining the credibility of the Action and donor.
- **Real Partnerships:**

5.1.2a
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 the proactive treatment of beneficiaries as 'partners' significantly strengthens implementation in terms of sustainability, results and quality. Potential weaknesses in subject matter, modern approaches and new concepts are more than balanced by a detailed understanding of the situation on the ground that helps to assess the feasibility of solutions and incorporate practical content answering actual needs.
- **Needs-based:** Activities must answer specific needs or contribute to specific goals if they are to represent good value in terms of time and money. Similarly, pursuing activities that are solely of interest to the implementer/donor (but not beneficiary) will fail to result in sustainability. Also repeating the same activities *ad nauseum* may simplify implementation and boost outputs but fails to effectively support progress.
- **Relevance:** Training, advice etc. must be tailored to the actual situation faced. 'Off the shelf' solutions (such as attempting to transpose EU training packages to Lebanon without taking into account the profound legal, cultural, technological, political and societal differences) must be rejected, instead emphasising the production of original, bespoke solutions. This is particularly true with culturally sensitive subjects (such as gender or human rights) that require innovative and delicate approaches.
- **Standards:** With the ever-increasing professionalisation of border management globally, capacity-building Actions must incorporate widely recognised industry and academic standards, certification and accreditation etc where possible.
- **Holistic solutions:** Capacity-building should attempt to develop all aspects of a particular issue instead of 'cherry picking' isolated elements. In the case of operational border management this means transferring the knowledge, skills and attitudes for **all** aspects of 'investigations' (whether

they be initial, second or third line). Concentrating on just one aspect risks creating a competence imbalance in beneficiary agencies (staff perform better in one aspect while becoming weaker in others) which, in turn, ultimately creates a biased and weak control (staff concentrate their efforts on the subject(s) they are skilled and comfortable in, neglecting other necessary ones).

- **Low-cost, high-impact donations:** Equipment will always be helpful however low-cost items can have a much greater benefit than expensive ones. Careful and competent analysis of the situations faced can identify more cost-effective solutions that more accurately reflect actual needs, benefit more beneficiaries (due to reduced unit costs) and ensure sustainability (reduced maintenance costs and less risk that beneficiaries will not use items for fear of damaging them).
- **IBM:** The principles of Integrated Border Management, namely the pursuit of communication and joint approaches at national, regional and international levels, should always be incorporated. As well as providing valuable opportunities to reduce costs through shared approaches, it must be recognised that border challenges (whether criminal, humanitarian, security or others) are now all tackled by national, regional and global responses. Assistance should follow this framework and more realistically prepare beneficiaries for realities.

### 3. Activity Plan for 1/10/20-31/12/21

#### 3.1. Narrative Overview

The end of 2020 will see the completion of several ongoing activities including the solar, procurement, ISO 21001 certification etc.

The final year of the Action will then focus on establishing the CTC's 'centre of excellence' credentials as well as reinforcing the sustainability of its achievements to date. The former will see an increased commitment to quality-assurance, demonstrating that the institution, its staff and its products meet relevant national and international standards. The latter will see an expansion of the training capacities of the CTC in tandem with the integration of its training products into formal border management education programmes in Lebanon (including a potential 'Border Guard Curriculum' mechanism for state agencies). While continuing to grow its existing capability to offer face-to-face, synchronous online and blended delivery, the Action will also expand into asynchronous training packages.

Activities are necessarily subject to change and current planning assumes that some form of international travel will be routinely possible by Quarter 2 of 2021 (Q2 2021). A review will take place in Quarter 1 of 2021 (Q1 2021) to assess this likelihood. If travel is not possible, implementation will necessarily need to be reconsidered including the possibility of a formal budget revision.

With the majority of the Action's procurement budget already allocated, future infrastructure and equipment support will focus on the efficient completion of ongoing procedures prior to the construction of a suitable ablution block for female staff.

Specific envisaged activities are presented in the section below.

### 3.2. Activity Plan

DIRECT						
Dates	Activity	Delivery	Participants	Location	Results	Status
12-15/10/20	(Revised) Impostors & Documents (ID) 4 day course	PO	5.1.2a	Airport, Beirut	An increase in border staff performance <b>AND</b> Routine training collaboration at intra-agency, inter-agency and international levels	Authorised
26-29/10/20	(Revised) Impostors & Documents (ID) 4 day course	PO		Airport, Beirut	An increase in border staff performance <b>AND</b> Routine training collaboration at intra-agency, inter-agency and international levels	Authorised
9/11 – 14/12/20	ICDL: Access (5 days)	AUST		CTC	The CTC functioning in accordance with standards aligned to recognised industry norms	Authorised 5.1.2e
2-6/11/20	ToT: IBM Workshop	NL team		CTC	An increased number and type of training provided by the CTC with an equivalent increase in border staff performance	Planned
	Behavioural Analysis (BA F)	State Sec		CTC		Planned
	THB F	PA		CTC		Planned
	TOC F Pilot	NL team		CTC		Planned
	Training Needs Analysis for border staff workshop	NL team		CTC	The CTC functioning in accordance with standards aligned to recognised industry norms	Planned
Q4/20	English Language for Border Management Trainers course	Edulibano		Online	The CTC functioning in accordance with standards aligned to recognised industry norms	Planned
Q1/21	Border Investigations :1st Responders	Crim F		CTC/ Online	An increased number and type of training provided by the CTC with an equivalent increase in border staff performance	Planned
		Res F				
		Int F				
		BA F				
		TOC F				
		THB F				
Q1-Q3/21	Further education – Needs-based	?		?	The CTC functioning in accordance with standards aligned to recognised industry norms	Planned
Q1/21	BI Training Review Workshop	NL team + CTC		CTC/ Online	An increased number and type of training provided by the CTC with an equivalent increase in border staff performance	Planned
Q1/21	ESS	NL team + CTC		?	An increased number and type of training provided by the CTC with an equivalent increase in border staff performance	Planned
Q1/21	ESS	NL team + CTC		?	An increased number and type of training provided by the CTC with an equivalent increase in border staff performance	Planned
Q1/21	ESS	NL team + CTC		?	An increased number and type of training provided by the CTC with an equivalent increase in border staff performance	Planned
Q1/21	ESS	NL team + CTC		?	An increased number and type of training provided by the CTC with an equivalent increase in border staff performance	Planned
Q1/21	Trainer of Trainers Award (EQF accredited)	Accredited Provider		Malta	The CTC functioning in accordance with standards aligned to recognised industry norms	Planned
Q1/21	Study Visit – State-academic-commercial educational partnerships	NL team		Malta	The CTC functioning in accordance with standards aligned to recognised industry norms	Planned
Q1/21	Study Visit Review Workshop		5.1.2e	Beirut	The CTC functioning in accordance with standards aligned to recognised industry norms	Planned

Q1/21	Advanced Interview Techniques (Int A)	2 x STE	5.1.2a	Beirut	An increase in border staff performance	Planned
Q1/21	Drafting/sourcing of courseware	?		?	An increased number and type of training provided by the CTC with an equivalent increase in border staff performance	Planned
Q2/21	Advanced Interview Techniques (Int A)	2 x STE		Beirut	An increase in border staff performance	Planned
Q2/21	Advanced Trafficking in Human Beings (THB A)	KMar		Beirut	An increase in border staff performance	Planned
Q2/21	Advanced Document Security (Doc A)	STE/CTC		CTC	An increase in border staff performance	Planned
Q2/21	Trainer of Trainers Award (EQF accredited)	Accredited Provider		Malta	The CTC functioning in accordance with standards aligned to recognised industry norms	Planned
Q2/21	ESS	NL team + CTC		?	An increased number and type of training provided by the CTC with an equivalent increase in border staff performance	Planned
Q2/21	ESS	NL team + CTC		?	An increased number and type of training provided by the CTC with an equivalent increase in border staff performance	Planned
Q3/21	Advanced Trafficking in Human Beings (THB A)	KMar		Beirut	An increase in border staff performance	Planned
Q3/21	Fire-fighting training	STE		CTC	The CTC functioning in accordance with standards aligned to recognised industry norms	Planned
Q3/21	1 <sup>st</sup> Aid	STE		CTC	The CTC functioning in accordance with standards aligned to recognised industry norms	Planned
Q3/21	Jordan ID Courses (2 for 1 week) + Representational visit	1 + 4 trainers/ reps (GS, ISF, LAF)		?	The CTC functioning in accordance with standards aligned to recognised industry norms	Planned
Q3/21	Regional Conference @ CTC			CTC	The CTC functioning in accordance with standards aligned to recognised industry norms	Planned
Q4/21	Closing conference			Beirut	Increased donor, ICMPD and beneficiary visibility	Planned

INDIRECT			
Type	Activity	Results	Status
Training Material	ToC F: Foundation Transnational Organised Crime Lesson Plans and Teaching Aids (English and Arabic) (5 wds)	An increased number and type of training provided by the CTC with an equivalent increase in border staff performance	Ongoing
	SoGF: Foundation Smuggling of Goods Lesson Plans and Teaching Aids (English and Arabic versions) (5 wds)	An increased number and type of training provided by the CTC with an equivalent increase in border staff performance	Planned
Procurement - Equipment	Solar Electricity and Water Heating System for CTC	Improved equipment and infrastructure for CTC to fulfil its role	Ongoing
	9 x 2nd-line 5.1.2h licences	Improved equipment and infrastructure for CTC to fulfil its role	Ongoing
	CTC Fire detection, alarm, evacuation and fighting equipment	Improved equipment and infrastructure for CTC to fulfil its role	Ongoing
	Distance Learning/ Computer-based Training suite	Improved equipment and infrastructure for CTC to fulfil its role	Ongoing
	CTC Potable water filtration system	Improved equipment and infrastructure for CTC to fulfil its role	Ongoing
	BCC refurbishment	Improved equipment and infrastructure for CTC to fulfil its role	Ongoing
	Internet amplification/protection for CTC	Improved equipment and infrastructure for CTC to fulfil its role	Ongoing
	Females toilet/ablution facilities for CTC	Improved equipment and infrastructure for CTC to fulfil its role	Planned



## 4. Budget Plan for 2020

### 4.1. Narrative Overview

A detailed financial account for 2020 will be provided by the 'Annual Financial Progress Report' (due February 2021) however, in summary, although administrative costs are somewhat inflated, expenditure broadly remains within manageable limits. Budget forecasting has been conducted based on the assumption that postponed activities can be recommenced by Q2 2021. If this is not the case a revision to both the planned activities and the budget will be required within Q1 of 2021.

### 4.2. Budget Forecast 2021

Annex: Budget of the Action 01/01/2019 until 31/12/2021 36 months		Annual plan 2021			Budget
Costs	Unit	# of units	Unit rate (in EUR)	Costs (in EUR)	
<b>1. Human Resources</b>					
<b>1.1 HQ Salaries (gross salaries including social security charges and other related costs for ICMPD HQ staff, management and implementation structure)</b>					
1.1.1. Head of Programme (5%)	Per man/month	0.6			
1.1.2. Project Manager (10%)	Per man/month	1.2			
1.1.3 Resource Management officer (20%)	Per man/month	2.4			
1.1.4 Procurement Officer (15%)	Per man/month	1.8			
1.1.5 Finance Officer (10%)	Per man/month	1.2			
1.1.6. Project Assistant (20%)	Per man/month	2.4			
<b>1.2. Lebanon Salaries (gross salaries including social security charges and other related costs for ICMPD Beirut technical implementation staff)</b>					
1.2.1. Project Manager (100%)	Per man/month	12			
1.2.2. National Project Officer (100%)	Per man/month	12			
1.2.3. National Project Assistant (100%)	Per man/month	12			
1.2.4. National Finance Admin Assistant (50%)	Per month	6			
<b>Subtotal Human Resources (project team)</b>					
<b>2. Local office (cost sharing with IBM Lebanon, on minimal basis)</b>					
2.1. In-country travel	Per month	12			
2.2. In-country staff per diem	Per day	153			
2.3. Consumables - office supplies	Per month	12			
2.4. Other services (tel/fax, mobile phone charges, electricity/heating, maintenance)	Per month	12			
2.5. Office rent (Beirut Field Office)	Per month	12			
2.6 IT for project staff	Per computer	1			
2.7 Mobile phones for project staff	Per phone	1			
2.7 Office furniture/mobile equipment for project staff	Lump sum	1			
<b>Subtotal Local Office</b>					
<b>3. Project Visibility</b>					
3.1. Visibility material	Lump sum	1			
3.2. Visibility conference venue costs (facilities, equipment, catering)	Lump sum	1			
<b>Subtotal Project Visibility</b>					
<b>4. Implementation Actions</b>					
4.1. Expert fee	Per day	32			
4.2. Expert per diem (Lebanon)	Per night	136			
4.3. Expert travel	Per night	29			
4.4. Activity meals, refreshments and logistics	Lump sum	1			
4.5. Participant per diem (outside of Lebanon)	Per night	140			
4.6. Participant travel (outside of Lebanon)	Per flight	26			
4.7. Project Representative per diem (outside of Lebanon)	Per night	40			
4.8. Project Representative travel (outside of Lebanon)	Per flight	8			
4.9. Specialist course delivery charges	Lump sum	1			
4.10. Publications	Lump sum	1			
4.11. Interpretation/Translation	Lump sum	1			
<b>Subtotal Implementation Actions</b>					
<b>5. Equipment and works</b>					
5.1 Equipment and works for beneficiary	Lump sum	1			
<b>Subtotal Equipment and Works</b>					
<b>6. Subtotal direct eligible costs of the Action (1-5)</b>				<b>675,734</b>	<b>1,716,917</b>
7. Overhead costs (7% of 7, total direct eligible costs of the Action)				47,301	120,184
<b>8. Total eligible costs of the Action (6+7)</b>				<b>723,036</b>	<b>1,837,101</b>

5.1.2a



**To:** 5.1.2e 5.1.2e 5.1.2e @minbuza.nl]  
**From:** 5.1.2e  
5.1.2e Tue 11/30/2021 3:19:42 PM  
**Subject:** RE: Chat on phase V  
**Received:** Tue 11/30/2021 3:19:43 PM

Hi 5.1.2e, Good to hear from you.

No, no lockdown here yet. Hopefully the terrible rain and wind we're experiencing is doing enough to discourage anyone from socialising so maybe we'll escape...

Re the chat, of course. Let's do it this Friday, I'll send a link – just us or anyone else you want in?

Cheers

5.1.2e

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

**Sent:** 30 November 2021 15:16

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

**Subject:** Chat on phase V

Hi 5.1.2e,

Hope all is well in 5.1.2e and you are not yet in a semi-lockdown like the Netherlands.

As you may know we will pitch the proposal for funding of IBM phase V in Lebanon next Tuesday to the executive committee at HQ that will make a decision on this. Therefore I think it would be useful to have a quick chat on any issues/remarks we still have to make sure we are fully prepared.

Would you be available for this coming Monday perhaps? I am free 12:30-15:00 or after 17:00 (all Beirut time). Alternatively, we can also plan it this Friday, anywhere between 12:30 and 15:00.

I think 30-45 minutes should do the trick.

Regards,

5.1.2e

5.1.2e

Second Secretary, Political Affairs  
Embassy of The Kingdom of The Netherlands  
The Netherlands Tower 10th floor

5.1.2e Avenue

5.1.2e | Beirut | Lebanon

5.1.2e

5.1.2e @minbuza.nl



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**To:** 5.1.2e 5.1.2e @icmpd.org]  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e 5.1.2e 5.1.2e @politie.nl]  
**From:** 5.1.2e  
5.1.2e Thur 10/28/2021 6:31:05 PM  
**Subject:** RE: ICMPD meeting 12 November  
**Received:** Thur 10/28/2021 6:31:06 PM

5.1.2e, copied - thnx.  
5.1.2e, see email below.  
5.1.2e I'm not able to attend this meeting - heads up after the meeting would be appreciated.  
Best regards all,  
5.1.2e

-----Original Message-----

From: 5.1.2e <5.1.2e @icmpd.org>  
Sent: woensdag 27 oktober 2021 18:51  
To: 5.1.2e <5.1.2i @minbuza.nl>  
Cc: 5.1.2e 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e <5.1.2e @politie.nl>  
Subject: RE: ICMPD meeting 12 November

Hi again,

We delivered the invitations on 12th October and there was follow-up communication with 5.1.2e 2 days later.  
I'm hoping that someone from the embassy will be attending, especially as there is a speech expected. :- ) I'm sure 5.1.2e has it completely organised though.

Re attendance of KMar visitors then of course they would be welcome.  
Could you please just coordinate with 5.1.2e  
5.1.2e @icmpd.org  
regarding confirmation and names please.

Cheers  
5.1.2e

Sent from Mobile

On 27 Oct 2021 17:28, 5.1.2e <5.1.2i @minbuza.nl> wrote:  
Hey 5.1.2e,

Thanks for responding and good to hear that life is good in 5.1.2e  
I received the invitation for the closing conference on Friday 12 November. The same week, however, we also have two incoming visits (leaving Friday evening). Could I have known the date of this meeting or with whom is this coordinated (5.1.2e is on leave so nobody to ask to) 5.1.2e will be back next week. Hopefully he can be there November 12th.

By the way, one of the delegations is from the Royal Netherlands Marechaussee. Both colleagues indicated that they would like to take the opportunity to be present at the ICMPD closing conference (that's why I CC'd 5.1.2e 5.1.2e  
Kind regards,  
5.1.2e

-----Original Message-----

From: 5.1.2e <5.1.2e @icmpd.org>  
Sent: woensdag 27 oktober 2021 18:10  
To: 5.1.2e <5.1.2i @minbuza.nl>  
Subject: ICMPD meeting 12 Nov

Hi 5.1.2e

I'm fine thanks. Life in Malta is a change but I'm getting used to it.  
I hope Lebanon is survivable for you.

My phone number is now 5.1.2e

How can I help re the closing conference?

Cheers  
5.1.2e

00023  
Sent from Mobile

1161520

On 27 Oct 2021 16:11, [5.1.2e] <[5.1.2i]@minbuza.nl> wrote:

Hello [5.1.2e],

How are you doing? How is your new job in [5.1.2e] going?

Are your contact details still the same? I send you a WhatsApp a couple of days ago but didn't hear from you yet.

Would like to have contact about the closing conference on 12 November.

Best regards,

[5.1.2e]

---

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**To:** 5.1.2e 5.1.2e 5.1.2e @minbuza.nl  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2i @minbuza.nl  
**From:** 5.1.2e  
5.1.2e Tue 11/2/2021 8:40:36 PM  
**Subject:** RE: Proposal project 2022 and beyond  
**Received:** Tue 11/2/2021 8:40:44 PM

Hi 5.1.2e

We live in a world of delays now anyway. ☺

Regarding the start date of the project, yes unless we can be absolutely certain the project would be given the okay we can't realistically begin recruitment as it will mean contracting new staff.

We ideally need around 3 months from commencing recruitment to getting someone onsite. In this case, because the posts will be local hires and given the prevailing situation in Lebanon that could possibly be done in 2. But then of course we have the great Christmas break that will slow things up.

So, all in all a delay to the beginning of the project would seem the most practical next step.

If the HQ meets on 7/12, when might they be making a decision?

Cheers

5.1.2e

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

**Sent:** 02 November 2021 20:14

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

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

**Subject:** Proposal project 2022 and beyond

Hi 5.1.2e,

Hope all is well there in the Mediterranean and you're getting settled more or less.

I wish I had more positive news to bring after my leave, but unfortunately I was told that the meeting at our HQ that decides on the incoming proposals had been postponed by 4 (! Don't ask me why, apparently its busy...) weeks to December 7<sup>th</sup>.

This means it will take a while before we can give any clarity on funding, but I can also imagine this impact the starting date and activities at ICMPD regarding hiring of staff for the next years. Please let me know if you thinks its wise to touch base or change for example the proposed starting date of this activity.

Best regards,

5.1.2e

5.1.2e

5.1.2e

Embassy of The Kingdom of The Netherlands  
The Netherlands Tower 10th floor

5.1.2e Avenue

5.1.2e Beirut | Lebanon

5.1.2e

5.1.2e @minbuza.nl



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**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 5.1.2i @minbuza.nl; 5.1.2e 5.1.2e @icmpd.org; 5.1.2e  
5.1.2e 5.1.2e @icmpd.org]  
**From:** 5.1.2e  
5.1.2e Thur 4/15/2021 8:10:37 AM  
**Subject:** Official LAF Magazine Translated Article \_English\_ March 2021  
**Received:** Thur 4/15/2021 8:11:06 AM  
LAF Magazine Full Article Translated ENG.pdf

Hi again,  
Sorry for bombarding you with emails, but we're on a 'visibility roll' this month!  
As promised, please find attached the translated article about the NL project and CTS featuring the much-awaited 5.1.2e interview 😊  
, recently published in the LAF magazine, March issue.  
I've arranged that our 5.1.2e 5.1.2e delivers 5 hard copies of the magazine to you today (he will get to you shortly) to keep as  
souvenir/distribute as you see fit.

If you wish to share the piece with your Arabic-speaking friends and colleagues, here is the link.  
<https://www.lebarmy.gov.lb/ar/content/hoffman-%D9%87%D9%88%D9%84%D9%86%D8%AF%D8%A7-%D8%B3%D8%AA%D8%A8%D9%82%D9%89-%D8%A5%D9%84%D9%89-%D8%AC%D8%A7%D9%86%D8%A8-%D9%84%D8%A8%D9%86%D8%A7%D9%86-%D9%88%D8%A7%D9%84%D8%AC%D9%8A%D8%B4-%D8%A3%D8%B3%D8%A7%D8%B3-%D8%A7%D8%B3%D8%AA%D9%82%D8%B1%D8%A7%D8%B1%D9%87>  
Should you have any questions about the translation, please revert back to us – we'd be happy to clarify.

Have a lovely day!  
Best,

5.1.2e 5.1.2e  
5.1.2e

Netherlands' Assistance to Lebanese Border Agencies (IBM)  
Mediterranean

5.1.2e

5.1.2e @icmpd.org  
5.1.2e

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



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# Netherlands' Assistance to Lebanese Border Agencies (IBM)

Project Funded by the Kingdom of the Netherlands

Implemented by the International Centre for Migration Policy Development



## LAF Magazine Issue 429 – March 2021

### At the Border

By:

### Partnership, Support, Sustainability

*The Lebanese Armed Forces (LAF) enjoy exceptional support from brotherly and friendly countries, regardless of the political, economic and security crises afflicting Lebanon. For these countries, LAF is the cornerstone of stability in Lebanon and the source of absolute confidence driving them to continue their assistance projects contributing to Lebanon's security, especially at the border. When tackling border management and security on the eastern and northern Lebanese borders, one specifically mentions EU-funded projects focused on the concept of Integrated Border Management (IBM) and implemented by the International Centre for Migration Policy Development (ICMPD), funded by several donors, the most noteworthy of which is the Kingdom of The Netherlands, which has been present in Lebanon for years and has been funding the "Netherlands' Assistance to Lebanese Border Agencies" project since 2015.*

*The fruits of these projects have been more specifically yielded by LAF's Land Border Regiments' Training School, which has witnessed monumental development and is now compliant with the ISO 21001-2018 standard for Educational Organization Management Systems. LAF Magazine sheds light on The Netherlands' project by interviewing the  Netherlands' Embassy in Lebanon, , as well as , , and the*



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# Netherlands' Assistance to Lebanese Border Agencies (IBM)

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5.1.2e **The Netherlands' will remain by Lebanon's side and the Lebanese Army is the pillar for the country's stability**

5.1.2e, took up his position following the Beirut port explosion of August 4<sup>th</sup>. Fortunately, he had previously visited Lebanon in 2017 for a holiday, and had the opportunity to explore Beirut, the beautiful city, before the devastation left by the explosion.

5.1.2e knows well the challenges and crises facing Lebanon during this period however these challenges do not counter the fact that it is a country with many potentials and opportunities. In the midst of all these crises, he sees the Lebanese Armed Forces (LAF) as a basis for stability in Lebanon, and stresses that for years The Netherlands has been supporting LAF, and will continue to do so.

## Lebanon, a focus country for The Netherlands

The support of the Kingdom of The Netherlands, as well as other European countries, to Lebanon come within the framework of efforts to enhance stability within the 5.1.2e region, which in turn would positively affect stability in these European countries. 5.1.2e explains: We, as donors, seek to strengthen the fundamentals of security in Lebanon, by supporting capabilities within the Lebanese security agencies, especially the Lebanese Armed Forces. For us, LAF is a respectable institution that is greatly valued, not only by the Lebanese people but also the international community.

While The Netherlands will witness general elections in March and consequently the formation of a new cabinet, 5.1.2e stresses that he and his colleagues hope Lebanon remains one of the focus countries as part of the Kingdom's foreign policy. Until then, The Netherlands is pursuing its projects in the country, mainly *The Netherlands' Assistance to Lebanese Border Agencies* project, the support to CIMIC (Civil-Military Cooperation), as well as its demining project in the southern and eastern regions of Lebanon.

## Maximum benefit

Donors offering support to beneficiaries, often focus on their own areas of knowledge and expertise in order to ensure optimum benefit. The support offered to Lebanon by The Netherlands is focused on areas of expertise for the former i.e. Civil Military Cooperation, Border Management, and most notably, Document Security. The Netherlands also plays a very important coordination role among the various donor countries, in order to ensure coherence among projects and enhance their effectiveness through the organization of monthly meetings.



Kingdom of the Netherlands

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# Netherlands' Assistance to Lebanese Border Agencies (IBM)

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## How do you evaluate cooperation with the Lebanese Armed Forces?

5.1.2e answers: Our relationship with the Lebanese Armed Forces has been on-going for years and it is excellent. It has witnessed a remarkable development where communication between us has been greatly facilitated, especially with regard to issues The Netherlands allocates importance to, such as social and environmental responsibility, sustainable energy, and gender, among others. Moreover, we have noticed that these issues have been allocated importance throughout LAF, as well as in other Lebanese security agencies.

This active cooperation and the development of relations between donor countries and Lebanon, in particular the Lebanese Armed Forces, leave a positive imprint on the representatives of the friendly and brotherly countries supporting Lebanon. In light of the challenges that Lebanon is currently burdened with, 5.1.2e hoped that the country would find its way to stability, through the efforts of its politicians in addition to the support of the international community.

In a final message, he affirmed the continuation of efforts and projects supporting Lebanon, and the bolstering of efforts at the humanitarian and security levels; in addition to amending some projects to conform to the current situation in Lebanon. He addressed the people and the Lebanese Armed Forces by saying: "Do not give up, stay strong and we will remain by your side, for this black cloud must pass and you will know better days."

## Support in times of crises

After the Beirut port explosion, the Kingdom of The Netherlands launched several initiatives to support Lebanon, the most important of which are:

- Sending search and rescue teams consisting of 64 people and 8 dogs specialized in rubble search.
- The contribution of Dutch experts to the preparation of a rapid assessment report on the losses resulting from the explosion, in cooperation with the World Bank and the European Union.
- Collecting donations to the Lebanese Red Cross.
- A number of Dutch non-governmental organizations collecting donations from the Dutch general public amounting to thirteen million Euros for Lebanon's relief.



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International Centre for  
Migration Policy Development

# Netherlands' Assistance to Lebanese Border Agencies (IBM)

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## 5.1.2e The Lebanese Armed Forces impress us through their performance and commitment

The International Centre for Migration Policy Development (ICMPD) began its work in Lebanon over 9 years ago through the implementation of projects funded by EU donor countries. ICMPD's main goal for its action in Lebanon being: 'strengthening capacities in the framework of border monitoring, control, and management'.

One of the most prominent projects at the ICMPD Lebanon office is *The Netherlands' Assistance to Lebanese Border Agencies* project, funded by the Government of the Kingdom of The Netherlands, and currently on its fourth phase, which is expected to conclude in December 2021. 5.1.2e, 5.1.2e 5.1.2e of the Netherlands' project confirms that "the Lebanese Armed Forces' (LAF) commitment, professionalism, and dedication in addition to the development of the relationship between LAF and ICMPD, not to mention the continuous support through donor-funded projects (especially Netherlands'-funded projects) have bared significant and efficient results, most important of which, the establishment of the Land Border Regiments Training School (CTS)".

The Netherlands' project began its work in January 2015 and has since faced several challenges not only linked to the political situation, but also to the economic and security situations in Lebanon. Currently, in light of the Covid-19 Pandemic, a new health-related challenge has been added to the ones mentioned above. 5.1.2e also speaks about an additional difficulty linked to the nature of Lebanon's border regions which are overlapping with Syrian villages in the economic and social aspects, not to mention that the borders are geographically open to the Syrian borders... these diverse factors pose an additional challenge to the implementation of the project.

5.1.2e confirms that on the other hand, "the dedication of our Lebanese partners and their commitment, in addition to the support provided to the Lebanese partners through foreign assistance, among which the Netherlands' Assistance which has been supporting LAF and other Lebanese state agencies through ICMPD's project team are what allowed the project to continue".

### A true partnership

The Netherlands' project implemented by ICMPD in Lebanon was developed further during its implementation on the ground. 5.1.2e notes that "the most prominent of these developments resulted from the strengthening of the project's relationship with the Lebanese Armed Forces (LAF) and the efforts that LAF made to develop knowledge, skills, and attitudes among its ranks. Therefore, we are no longer talking about the classic donor-beneficiary relationship, but rather about a partnership in the full sense of the word, especially when it comes to determining the needs and how to respond to them. The most important example in this regard is that the project no longer trains the foundation level document security



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# Netherlands' Assistance to Lebanese Border Agencies (IBM)

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courses because LAF have taken over this particular training. In this context, [5.1.2e] notes that the Lebanese Armed Forces are not just satisfied with receiving training but have rather dazzled expert trainers in the field of document security, with their ability to make significant adjustments to the basic course's modules by utilizing technology to assess the trainees' level electronically, for example. These adjustments were an addition to the foundation document security course, and Dutch document security trainers have now adopted some of these adjustments in some of the trainings implemented in the Netherlands and abroad.

**You have supported the establishment of the Land Border Regiments' Training School (CTS), therefore how do you assess LAF's performance especially at the border?**

[5.1.2e] answers: We are always impressed by the professionalism, dedication and commitment of military personnel of all ranks and from all units. This performance does not differ at the border, but what does differ is the type of mission because it does not only consist of monitoring and controlling the border, but also includes the responsibility for conducting border investigations, a mission that is more or less the responsibility of a border guard and that is new to LAF. However, this does not stop LAF from performing this mission with the required professionalism and commitment.

## A regional training centre

[5.1.2e] adds, "It should be noted that the current phase of our project focuses on transforming the Land Border Regiments Training School into a centre of competence and excellence for training on border management skills, both locally and regionally. This goal is on the track of successful achievement, as the School has obtained the ISO (International Organization for Standardization) 21001 Certification: Management Systems for Educational Organizations, and LAF is the first state agency in Lebanon to obtain this certification, while other agencies are striving to obtain it.

## Criticize if you can

In light of the discussion of illegal practices on the Lebanese border, and the rise of some voices questioning the performance of the LAF at the border, [5.1.2e] message comes firm and honourable while expressing an international point of view. He says: It is very easy to criticize, but I challenge anyone to do better with the limited resources available. We are fully convinced that the Lebanese Armed Forces were and will remain the heart of the nation and the basis of stability and the best solution available to safeguard the border.

The army constantly exerts all necessary efforts to enhance its skills and capabilities, and to make progress in this field. And with the leadership of the LAF Command and the dedication of LAF personnel, we have no doubt that the army will succeed in achieving its mission. Criticize away, but do better!



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# Netherlands' Assistance to Lebanese Border Agencies (IBM)

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## ICMPD projects in Lebanon

Established in 1993, The International Centre for Migration Policy Development (ICMPD) aims to make migration better, safer, more secure and fairer. It has been operating in Lebanon on a permanent basis since 2012 and is currently implementing three border management-related projects:

- The Netherlands' Assistance to Lebanese Border Agencies (IBM)
- The EU-funded Strengthening Capability for Integrated Border Management in Lebanon Project.
- The SEM-funded Support to Integrated Border Management in Lebanon (Phase 2)

## Donations to the CTS

The Netherlands' Assistance project has made several donations to support the development of the Land Border Regiments Training School, most notably: a distance learning suite, a solar energy system for the generation of electricity and water heating, a water filtration system, recycling and sorting bins, full medical/trauma response and firefighting equipment, two-way wireless communication devices, among many others.

ICMPD's support in response to the Covid-19 pandemic and the Beirut Port explosion

ICMPD continues its support of Lebanon, especially after the port explosion and in light of the Covid-19 pandemic, through:

- Donations of search and rescue, and evacuation equipment.
- Providing equipment relevant to the fields of medicine, health and hygiene.
- Adding the Lebanese Directorate of Civil Defense to the list of beneficiaries of the European Union project, and working on providing it with a special communication system that facilitates coordination in search and rescue and firefighting operations.
- The Netherlands' project donated 5,000 masks and comprehensive medical equipment to the Land Border Regiments Training School.
- ICMPD collecting donations from various offices around the world to specifically contribute to the procurement of PPEs (Personal Protective Equipment) to be used in hospitals in response to the Covid-19 pandemic.



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## Land Border Regiments' Training School

### Foreign Support is Essential

Since the establishment of the Land Border Regiments' Training Center in 2018, which has now become a Training School, ICMPD and LAF Command have developed a plan that extends to the current year, specifying the goals and objectives that empower this School to carry out its mission of training on border control and management, professionally and effectively. The School strives to achieve this mission by ensuring agencies tasked with border management missions receive effective and sustainable training, while aspiring to be a specialized and distinguished centre of training excellence at the local and regional levels.

For the 5.1.2e foreign support, in addition to the efforts deployed by the School's staff, are fundamental factors contributing to the advancement of the CTS on several levels. The School received financial and moral support as well as general guidance from foreign entities which materialized in several initiatives:

- Training on adopting management tools relevant to modern training institutions, which incorporate focus on environmentally friendly practices, a gender-sensitive approach, and a socially responsible conduct, not to mention optimal use of available equipment to achieve training effectiveness and efficiency.
- Conducting joint meetings with the Land Border Regiments (LBRs) and the School's foreign partners to determine training needs.
- In addition to the above, The Netherlands' project in particular contributed to the School being awarded the ISO 21001-2018 Educational Organizations Management System Certification. As the saying goes "Reaching the top is easy but staying there is much more difficult". The ISO Certification holds the School accountable towards several entities, of which we mention:
  - The Lebanese Armed Forces and its Command, which has put its trust in the CTS; a trust that the School must maintain along with the quality of the training it offers, and the high level of progress it has reached.
  - Donors and foreign partners supporting the CTS with the aim of sustaining this support by preserving the level of training excellence the School is renowned for.
  - The International Standardization Organization (ISO), which conducts an annual audit to ensure the School's commitment to and maintenance of standards conforming to the certification awarded to it.

The foreign entities supporting LAF seize every opportunity to express their confidence in the Army, and become more convinced day by day of their view and belief that LAF is the basis for Lebanon's stability. This support is not expressed through words and statements

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Kingdom of the Netherlands





# Netherlands' Assistance to Lebanese Border Agencies (IBM)

Project Funded by the Kingdom of the Netherlands

Implemented by the International Centre for Migration Policy Development



only, but in each area where support is deemed appropriate and necessary, be it financial, moral, training-based, or even general guidance, which is appreciated by the Army's Command who in turn strives to maintain this mutual trust through honesty and commitment.

## Significant Figures

- Ever since its establishment (2018) to date, and despite civil unrest, the Covid-19 Pandemic, and other crises facing Lebanon, the CTS has trained more than 4042 participants from the various Lebanese security agencies, and UNIFIL personnel.
- In the framework of social responsibility and gender sensitivity, it is noteworthy that 19 out of the 70 NCOs and soldiers working at the CTS are female.
- In terms of foreign financial support to the CTS, The Netherlands' project has donated a solar and water heating system (valued at approximately 110,000 Euros), a state of the art distance-learning suite (valued at approximately 25,000 Euros), not to mention the CTS' training village funded by BTAT, and a surveillance tower with its relevant equipment funded by DTRA. In addition, of course, to training-based support in several fields.

## ISO 21001-2018 Certification

This certification focuses specifically on the relationship between the educational institution (CTS) and the learner or recipient and the latter's satisfaction with the quality of training. As for its importance for LAF and the School, we highlight more specifically:

- Promoting the School's reputation and its commitment to specific international standards that ensure quality in training.
- Affirmation of the foreign entities correct decision to support LAF and more particularly the CTS which has demonstrated its commitment to providing the highest levels of training excellence.
- Confirming the School's credibility in its pursuit to become a regional training provider on border management.
- Ensuring continuous evolution and benefit from lessons learned by minimizing errors and taking risks into consideration.

## Future Activities

- A remote Training of Trainers Course (ToT) implemented by a foreign provider, and in which the [5.1.2e] along with 8 officers and NCOs would take part.
- Delivering regional trainings, for the first time in LAF history, on the topic of [5.1.2a] [5.1.2a] which may also be followed by other trainings in Jordan.
- Conducting trainings that are new to LAF on the topic of "Orienteering" among others based on a Training Needs Analysis (TNA), which highlighted the importance of such courses and their relevance to the LBRs terrain of operations, distinguished



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