EN

THIS ACTION IS FUNDED BY THE EUROPEAN UNION

ANNEX II

to the Commission Implementing Decision on the Annual Action Plan in Favour of Lebanon 2023

Action Document for "Support to Integrated border management in Lebanon"

ANNUAL ACTION PLAN
This document constitutes the annual work programme in the sense of Article 110(2) of the Financial Regulation, and action plan in the sense of Article 23(2) of NDICI-Global Europe Regulation.

1. SYNOPSIS

1.1. Action Summary Table

1. Title OPSYS Basic Act	**Support to Integrated border management in Lebanon**
	Annual Action Plan in Favour of Lebanon 2023
	OPSYS business reference: ACT-62063
	ABAC Commitment level 1 number: JAD.1254405
	Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe).
2. Economic and Investment Plan (EIP)	No
EIP Flagship	No
3. Team Europe Initiative	No
4. Beneficiary of the action	The action shall be carried out in Lebanon.
5. Programming document	Multi-Annual Indicative Programme, European Union – Lebanon, 2021-2027
6. Link with relevant MIP(s) objectives/expected results	2.1. PRIORITY 1: Enhancing good governance and supporting reforms
PRIORITY AREAS AND SECTOR INFORMATION	
7. Priority Area(s), sectors	150, 740

8. Sustainable Development Goals (SDGs)	Main SDG (1 only): 16 - Just, peaceful and inclusive societies Other significant SDGs (up to 9) and where appropriate, targets: SDG 5 "Gender equality and women empowerment" and 10 - Reduce inequality within and among countries.
9. DAC code(s)	Main DAC Code – 15210, Security System Management Reform (60%)
	Sub-code 1 – 15190 - Facilitation of orderly, safe, regular and responsible migration and mobility 35 %
	Sub-code 2 - 33120 - Trade facilitation 5%
10. Main Delivery Channel	11004 Other public entities in donor country
11. Targets	☒ Migration
	☐ Climate
	☐ Social inclusion and Human Development
	☒ Gender
	☐ Biodiversity
	☒ Human Rights, Democracy and Governance

12. Markers (from DAC form)	General policy objective	Not targeted	Significant objective	Principal objective
	Participation development/good governance	☐	☐	☒
	Aid to environment	☒	☐	☐
	Gender equality and women's and girl's empowerment	☐	☒	☐
	Reproductive, maternal, new-born and child health	☒	☐	☐
	Disaster Risk Reduction	☒	☐	☐
	Inclusion of persons with Disabilities	☒	☐	☐
	Nutrition	☒	☐	☐
	RIO Convention markers	**Not targeted**	**Significant objective**	**Principal objective**
	Biological diversity	☒	☐	☐
	Combat desertification	☒	☐	☐
	Climate change mitigation	☒	☐	☐
	Climate change adaptation	☒	☐	☐

13. Internal markers and Tags	Policy objectives	Not targeted	Significant objective	Principal objective
	EIP	☒	☐	☐

		YES	NO
	EIP Flagship	☐	☒

		YES	NO
	Tags		
	transport	☐	☒
	energy	☐	☒
	environment, climate resilience	☐	☒
	digital	☐	☒
	economic development (incl. private sector, trade and macroeconomic support)	☐	☒
	human development (incl. human capital and youth)	☐	☒
	health resilience	☐	☒
	migration and mobility	☐	☒
	agriculture, food security and rural development	☐	☒
	rule of law, governance and public administration reform	☐	☒
	other	☐	☒

	Policy objectives	Not targeted	Significant objective	Principal objective
	Digitalisation	☐	☒	☐

		YES	NO
	Tags		
	digital connectivity	☒	☐
	digital governance	☐	☒
	digital entrepreneurship	☐	☒
	digital skills/literacy	☒	☐
	digital services	☒	☐

	Policy objectives	Not targeted	Significant objective	Principal objective
	Connectivity	☐	☒	☐

		YES	NO
	Tags		
	digital connectivity	☒	☐
	energy	☐	☒
	transport	☐	☒
	health	☐	☒
	education and research	☐	☒

	Policy objectives	Not targeted	Significant objective	Principal objective
	Migration	☐	☒	☐
	Reduction of Inequalities	☒	☐	☐
	COVID-19	☒	☐	☐

BUDGET INFORMATION	
14. Amounts concerned	Budget line(s) (article, item): 14.020110 – Southern Neighbourhood
	Total estimated cost: EUR 7 000 000 EUR
	Total amount of EU budget contribution EUR 7 000 000
MANAGEMENT AND IMPLEMENTATION	
15. Implementation modalities (management mode and delivery methods)	Indirect management with the pillar-assessed entity(ies) to be selected in accordance with the criteria set out in section 4.3.1

1.2. Summary of the Action

The action contributes to Integrated Border Management (IBM) in Lebanon in line with EU and international standards, including a human rights-based approach. The action will contribute to enhanced security and trade development through the development of a long-term capability of the Lebanese stakeholders involved in IBM to manage borders, control security risks (land, airport and sea) while facilitating trade in line with international standards and the respect of the Rule of Law (RoL). This will contribute to greater security and stabilisation of Lebanon.

With this action, the EU aims to reinforce the capacity of the security stakeholders in Lebanon by promoting a culture of cooperation and sharing of information around IBM. Security is a strategic objective of the EU-Lebanon Partnership Priorities[1] and a priority of the Multi-Annual Indicative programme European Union – Lebanon 2021- 2027 (MIP)[2]. The action is as well in line with the Sustainable Development Goals (SDG) 16, 10 and 5. Security is high on the political agenda for both the EU and Lebanon due to the persistent instability in the region and pervasive threats by terrorists and organised crime including trafficking in human beings, dangerous goods and drugs. Equally important is that the security stakeholders operate in full transparency and are accountable. Specific trainings on international law and targeted support to information sharing and dialogue with civil society and business community will be supported.

The specific outcomes of the action are (1) border management is enhanced in an integrated, secure, coordinated manner in line with Human Rights standards, and (2) transparency, accountability and the engagement of right holders in Integrated Border Management is reinforced. Key outputs include capacity strengthening of the Border Control Committee (BCC) to coordinate an interagency response at all borders, capacity strengthening of the Lebanese Armed Forces (LAF), the General Directorate of General Security, the Internal Security Forces (ISF) and the Lebanese Customs Authority, the reinforcement of right holder engagement, awareness, communication and cooperation between security agencies, customs, civil society and the business community. The human rights-based approach will be applied through trainings on international law and the facilitation of regular engagement and dialogue between security agencies, customs and civil society and business community, and enhanced accountability through access to information. While the LAF has established a gender unit, the other two security agencies have gender focal points. Their capacities will be reinforced through the action, in complementarity with assistance provided though an on-going EU programme[3] and other donors.

---

[1] The EU Lebanon Partnership Priorities 2016-2020, extended in November 2021 - DECISION No 1/2016 OF THE EU-LEBANON ASSOCIATION COUNCIL of 11 November 2016 agreeing on EU-Lebanon Partnership Priorities, https://www.consilium.europa.eu/media/24224/st03001en16docx.pdf

[2] Multi-Annual Indicative programme European Union – Lebanon 2021m- 2027, Priority 2.1.1 Rule of law and security, https://neighbourhood-enlargement.ec.europa.eu/system/files/2022-11/C_2022_8363_F1_ANNEX_EN_V4_P1_2198189.PDF

[3] Notably: Integrated Border Management 3, INTV 11938, Disaster management and maritime reform for economic recovery, INTV 22600 and the regional programs mentioned under 2.1 of this document

1.3.   Beneficiary of the action

The Action shall be carried out in Lebanon, which is included in the list of ODA recipients.

2. RATIONALE

2.1. Context

Lebanon is facing an unprecedented crisis, which culminated in a dramatic economic contraction, a large increase in poverty, unemployment and brain drain. In March 2020, Lebanon defaulted on its Eurobonds which was followed by a deep recession, a dramatic fall in the value of the Lebanese currency and triple digit inflation. The deteriorating economic situation has hit the public sector to an extent that it is now visibly disintegrating. Public authorities lack the necessary funds to maintain their operations and to pay their staff more than symbolic salaries. The COVID-19 pandemic and the August 2020 port of Beirut explosion have compounded the crisis, while Russia's unprovoked and unjustified military aggression against Ukraine is exacerbating pressures on inflation and straining further food and fuel supplies. Devastating earthquakes in Türkiye and Syria multiplied the psychological impact of crises in Lebanon, adding further strains on the Lebanese, refugees from Syria, Palestine refugees and on other migrants.

The crisis has had devastating effects on the country's economy and its people, resulting in a massive impoverishment of the middle classes. The public sector has been particularly hard hit with the bulk of the labour force still paid in Lebanese lira, suffering from plummeting purchasing power. Thousands of highly qualified civil servants are leaving for better paid jobs in the private sector or migrating in search of better opportunities.

The current economic crisis in Lebanon is a result of a complex set of factors, including political instability, corruption, and mismanagement of public finances. The economic contraction has resulted in a sharp increase in unemployment, poverty, and inflation, making it difficult for the government to deliver essential services and for the people to access basic necessities. Besides, the 2020 default on public debt cut Lebanon's access to financial markets. In 2021, the devaluation of the national currency against the US dollar accelerated, affecting dramatically an economy highly dependent on imports. The Central Bank and the banking sector severely restricted access to people's savings and limited cash withdrawals. Subsidies (food, gasoline, medications) were lifted abruptly. Lebanon's economy contracted by 10.5% in 2021, the highest contraction amongst 193 countries globally, and is estimated to further contract by 5.2% in 2022, with real GDP more than halved over the span of 4 years. This devastating contraction reflects the near complete destruction of an economy and a shrinking GDP to 21.8 billion USD.

The instability in the whole region, compounded with the unprecedented economic crisis, is having a destabilising effect on the security situation in Lebanon. Amidst the harsh living conditions, some Lebanese and non-Lebanese (mainly refugees from Syria and Palestinians) are resorting to unsafe and irregular migration through the Mediterranean Sea. The deadly accidents witnessed in 2022 prompted the Lebanese authorities to request assistance in establishing a Search and Rescue capacity.

The action is located under the EU Lebanon Partnership Priorities plus Compact[4] and the European Commission's Priority "Promoting our European way of life", the European Consensus on Development and the Communication on a New Pact on Migration and Asylum. It is also in line with the Regulation (EU) 2019/1896 on the "European Border and Coast Guard" (Article 3). It is also aligned with the Joint Communication "Renewed Partnership with the southern Neighbourhood – A new Agenda for the

---

[4] https://www.consilium.europa.eu/media/24224/st03001en16docx.pdf

Mediterranean", in particular the policy area of "Migration and Mobility" and its Flagship 8 – Migration. The action will contribute to the SDG 5 "Gender equality and women empowerment" and SDG 10 "Reduce inequality within and among countries", and more particularly to the target 10.7 "to facilitate orderly, safe, regular and responsible migration and mobility of people".

The action supports the implementation of the IBM Strategy of Lebanon[5] and the IBM Action plan. The IBM Strategy provides direction to the agencies involved in border management to ensure an adequate balance between secure borders and the facilitation of travel, tourism, trade and investment. The IBM Strategy focuses on the four main security and border agencies: the Lebanese Armed Forces (LAF), Internal Security Forces (ISF), Directorate General of the General Security (DGSG) and Lebanese Customs Administration (LCA). The action will contribute to the implementation of the draft Integrated Maritime Strategy of Lebanon and ensure that effective maritime security and safety is guided by regional and international cooperation frameworks and interlinked to the IBM Strategy.

The action will contribute to complement and strengthen achievements made through ongoing funded programmes at country and regional levels. Under bilateral programming, synergies are ensured with (i) the Integrated Border Management programme (IBM III) implemented by the International Centre for Migration Policy Development (ICMPD) to consolidate the achievements and further develop institutional and technical capacities of the Border Control Committee and key stakeholders; (ii) the programme "Disaster Management, Port and Maritime Reform for Economic Recovery" being implemented by since January 2023to further develop the collaboration and coordination of the Joint Maritime Operations Centre (JMOC) in charge of border security at sea with the Border Control Committee.

The action will as well ensure complementarity with EU regional programmes in the security sector. Particularly relevant are (i) the EU4 Border Security project, implemented by the European Border and Coast Guard Agency (Frontex) that seeks to enhance border security in the Southern Mediterranean, North Africa and the Levant by fostering bilateral and regional cooperation and sharing of best practices in integrated border management[6]; (ii) the EUROMED Police project, implemented by CEPOL/EUROPOL (2020 – 2024) that aims at enhancing institutional transnational cooperation of Southern Neighbourhood law enforcement agencies to fight serious and organised crime in the MENA region; (iii) the EU4Monitoringdrugs II (2023 – 2027), that aims at the enhancement of the capabilities of the Neighbourhood partners to carry out or contribute to strategic analyses of contemporary drug markets; (iv) Countering Terrorist Travel UNOCT (2023 – 2025) that aims at increasing the capacity of partner countries to prevent, detect, investigate and prosecute terrorist offences and other serious crimes (the participation of Lebanon is under consideration).

The action will ensure complementarity to the work of the United Nations in Lebanon, mainly a) the initiatives of the Maritime Task Force UNSCR 1701 (United Nations Interim Force in Lebanon - UNIFIL), that supports the Navy for technical and operational support on control of weapons at sea but is currently very much involved in search and rescue operations; b) International Organisation for Migration (IOM) support to integrated border management with the programmes "Assistance and Protection for Irregular Migrants and their Communities in Lebanon" and "Strengthening the Capacity of National Border Management and Search and Rescue Services to Address Irregular Migration from Lebanon", c) United Nations Office on Drugs and Crime (UNODC) support to the Lebanese Customs administration to control movement of dangerous goods in the Container Control program that operates at airport and ports.

In Lebanon, international assistance in border control and search and rescue is provided mainly by the US (largest contributor), UK, France, Germany, Italy and Denmark (through military and police programmes).

---

[5] Integrated Border Management (IBM) Strategy for Lebanon adopted by the Council of Ministers on 17 October 2019
[6] https://op.europa.eu/de/publication-detail/-/publication/e56c9d37-8cc4-11e9-9369-01aa75ed71a1

EU Added Value

Since 2012 the EU has been a partner of Lebanon in developing integrated border management in line with EU and international standards[7]. The added value of the action is two-fold, on one hand, it will ensure national ownership and the adaptation of activities to emerging realities while conforming to EU standards, and on the other hand, it will provide tailor-made and targeted support to the involved actors in an integrated approach. By supporting the implementation of the National IBM Strategy, the project promotes an integral link between the strategic and operational levels. While most bilateral donors provide targeted support to the Lebanese Armed Forces, the IBM approach to strengthen coordination and collaboration of all security agencies in charge of border control is mainly supported under EU funded programmes. The EU is also the main promoter of the human rights-based approach to border security, ensuring the integration of right holders and accountability mechanisms throughout the action.

2.2. Problem Analysis

Short problem analysis

For regular border crossings, Beirut Airport, port of Beirut and the Border Crossing Point (BCP) of Masna'a are the main entry points to Lebanon. After the partial destruction of the port of Beirut in 2020, the importance of the port of Tripoli and the border crossing point of Aboudieh increased. There are also additional smaller BCPs on the border with Syria at Aarida, Boqai'a & Ka'a. No public BCP exists on the border between Lebanon and Israel. The land border (green border) with Syria runs for 375 km and the Lebanese coast stretches for 220 km from the town of Arida in the north to Naqoura in the south (blue border).

To ensure the management of borders in an integrated, secure and coordinated manner, the Lebanese Council of Minister adopted on 17 October 2019 an Integrated Border Management strategy. The IBM strategy for Lebanon provides the overall vision of integrated border management at all borders, entails an analysis of the current situation and the way forward to fully ensure coordination and collaboration of the border agencies (Lebanese Armed Forces, Internal Security Forces, General Security, Lebanese customs administration and Lebanese civil defence). The IBM Action Plan that establishes the expected outcomes, working methods and the main activities that need to be applied by the concerned agencies in order to achieve the expected strategic priorities has been approved at the end of 2022. The coordinating body is the Border Control Committee (BCC).

Important steps were taken in the transformation of the Lebanese border management system to an integrated and transparent system where border agencies coordinate their efforts and collaborate to ensure checks and balances. While human resources, capacity building, communication, information exchange, infrastructure and equipment are still required, the security forces are deeply affected by the consequences of the multi-dimensional crisis on the country in general and on the Government's budget in particular. The operational budget of all services has been severely reduced and needs for basic equipment and maintenance are increasing. The security agencies struggle to maintain their operability under these conditions. Staff morale is at its lowest point.

There are no official data nor statistics available regarding the situation at the borders, however a rise in the smuggling of goods and movement of people along Lebanon's land borders with Syria is being observed. This is putting additional pressure on the Lebanese entry/exit and customs systems. The deteriorating economic

---

[7] Article 3 of Regulation (EU) 2019/1896 of the European Parliament and of the Council of 13 November 2019 on the European Border and Coast Guard and repealing Regulations (EU) No 1052/2013 and (EU) 2016/1624 & the Communication from the Commission to the European Parliament and the Council establishing the multiannual strategic policy for European integrated border management COM/2023/146 final..

situation led as well to an increase in boat movements towards Europe in 2022. The Lebanese Armed Forces informed that 55 actual or attempted irregular boat movements, involving 4,629 passengers, departed from Lebanese shores compared to 1570 migrants in 2021 and 794 in 2020. In 2022, the LAF Navy prevented in total the departure of 1500 migrants and refugees, of which 1050 were Syrians and 272 Lebanese nationals. 2022 marked a clear shift from Cyprus to Italy as the destination of boat movements from Lebanon.

Against this background, there is a need to continue developing the capacity of Lebanon's border management agencies, particularly LAF and General Security (GS), to strengthen border governance in line with international standards and a human-rights based approach, including through increased capacity to monitor, collect and analyse data, in order to combat transnational organised crime, human trafficking and the smuggling of goods and people. Offshore, blue border surveillance is performed by the Navy, the only institution with sea patrolling capacity. Nevertheless, their maritime assets have a limited capability to perform their tasks, including conducting and contributing to search and rescue operations.

The support to the General Security will focus on the existing entry/exit registration system (secure border management system - sBMS). It is currently only installed at Beirut International airport and Masnaa border crossing point. An extension is not possible as the operational budget for an update is not available, hardware and software are outdated, and licences are expired. In view of the constraints, the GS is revising its approach to border registration and exploring other available technical solutions guided by best practices. Furthermore, the centre of excellence for document security at the General Security headquarters should get engaged in specific cases of document fraud. Protocols needs to be improved and institutionalised based on international standards.

The Internal Security Forces (ISF) are responsible for leading investigations into trafficking and smuggling networks in Lebanon and control the shores and the maritime territorial waters. However the ISF Coastal Brigades are currently understaffed, underequipped and in significant need of support to fulfil their mandate.

Security forces are committed to promote gender balance but the number of women remains low. Only 5.5% of the staff of the Lebanese Armed Forces are women, only 1.29% are officers in decision making positions. The General Security has 13.5% female staff and the Internal Security Forces 4%. The Lebanese Armed Forces established a gender unit in 2022 and is in the process to elaborate a gender action plan, the General Security and the Internal Security Forces have nominated a Gender Focal point, the institutional set up and the policy development was planned, but delayed by the economic crisis.

Lebanon is signatory of the World Customs Organisation Revised Kyoto Convention (RKC), World Trade Organisation (WTO) trade facilitation agreement, and the EU Customs Blueprint. In support of the international obligations and in line with the IBM strategy, the EU oriented the customs support towards review and harmonisation of the control and clearance procedures for BCPs, introduction of a risk analysis system and adjustment of the organisational structure in line with contemporary international standards and best practices. The institutional fundamentals have been drafted, however, due to the volatile organisational set-up, progress is slow, and therefore implementation is yet to be achieved.

Despite efforts to modernise the system, Lebanese customs still face issues such as lengthy and bureaucratic procedures, corruption, and a lack of transparency. The Lebanese Access to Information Law No. 28 of 2017, is the first legal instrument in the country that requires state administrations to publish financial and administrative data, and the first to allow its citizens to request information from the state.

The increase in cross- and trans-border movements require more attention as well to the question of how the Lebanese agencies handle a secure, yet protection-sensitive border management that safeguards the rights of people crossing the borders. Prevention measures as well as policies and response mechanisms are weak and the efforts to ensure that their human rights are respected must be strengthened. This may include awareness

raising as well as immediate assistance after crossing or rescue such as medical care, food and water, and psychological support, identification of vulnerable persons or persons in vulnerable situations, as well as measures to ensure that individual protection concerns are identified and timely addressed.

<u>Identification of main stakeholders and corresponding institutional and/or organisational issues (mandates, potential roles, and capacities) to be covered by the action:</u>

The main stakeholders to be covered by the action are on one hand the security agencies and the coordination structure for integrated border management (IBM) and on the other hand, civil society and rights-holders:

–   <u>Coordination structure of IBM</u>: *The Ministerial Committee and the Border Control Committee* (BCC) and *the Joined Maritime Coordination Centre* (JMOC).
A Ministerial Committee was established under Council of Ministers decree nr. 43/2008, dated 20/12/2008 with the mandate of strategic policy direction, monitor developments and coordinate the transition to full and effective control of the eastern border. The BCC was established by Government decree 89/2006.In order to achieve an adequate level of coordination, the integrated border strategy of Lebanon foresees the development of the mandates of both entities. The proposal that the Ministerial Committee becomes the (IBM) decision-making body, chaired by the Prime Minister or deputy has not yet materialized, but at operational level, the Terms of Reference for the IBM Implementation Body under the Border Control Committee as an IBM Coordination platform for all agencies were approved in November 2022. The BCC led by a General of the LAF was operational even before the approval of the Terms of Reference (ToRs), it ensures coordination and collaboration of all agencies and the implementation of the IBM Strategy and Action plan.

Coordination of offshore sea operations are under the mandate of the Joined Maritime Coordination Center (JMOC). The JMOC plays a critical role in responding to security threats and emergencies at sea including search and rescue and assistance to rescued migrants. The legal framework and the institutional capacities of the JMOC are in the process of development and collaboration and coordination among security agencies as well as between the JMOC and the BCC are to be elaborated.

–   The security agencies and their role in border management is regulated in the legal framework of the specific entities:

The Lebanese Armed Forces (LAF), under the Ministry of National Defence, plays a dominant role in the border security and border surveillance of the land and maritime borders. Its mandate includes:
- controlling the land borders in order to prevent smuggling activities also with other agencies at legal border crossing points (BCPs)
- monitoring, surveying and controlling Lebanese national waters to prevent illegal activities
- investigating smuggling and detecting violations
- fighting irregular migration and arresting perpetrators of smuggling or trafficking in human beings
- preventing the illegal entry of weapons, artillery and other banned items and apprehending and arresting perpetrators of smuggling or trafficking in human beings and referring them to the competent authorities
- patrolling land borders in order to detect illegal infiltrations through those borders
- surveying, arresting suspects and referring them along with detected goods to the concerned authorities.

The General Directorate of General Security (DGSG), under the jurisdiction of Ministry of Interior and Municipalities, is mainly mandated for managing the entry and exit of persons to and from Lebanon through land BCPs, port and airport, and for the control of irregular immigration. It is also responsible for:
- Evaluating, analysing and exploiting all appropriate sources of information
- Participating in judicial investigations within the limits of offenses committed against the internal or external security of the State

– Preparing prosecution cases related to search, travel and prohibition of entry
– Participating in the surveillance of the territorial, maritime and air frontiers.

The Internal Security Forces (ISF) is the Lebanese police force in charge of public order and law enforcement. Although not a dedicated border agency, ISF's mandate is linked with IBM. Under the jurisdiction of the Ministry of Interior and Municipalities, its mission involves fighting cross border crimes on Lebanese territories by all its units, especially the regional ones, such as police stations, platoons, brigades, investigation detachments in the Territorial Gendarmerie operating out of Beirut, as well as all sections of the Judicial Police and the Police of Beirut.

The ISF Airport Brigade is responsible for administrative and judicial control inside of Rafiq Hariri International Airport and in its surroundings. The Airport Brigade includes an inspection platoon whose task is to search passengers departing from the country as well as their goods and luggage. The Coast Detachments of the Territorial Gendarmerie and the Police of Beirut are in charge of monitoring the coast and law enforcement linked to the maritime territorial waters.

The Lebanese Customs Administration (LCA) is supervised and monitored by a council composed of the Ministry of Finance and the High Council of Customs. The LCA performs inter alias the following duties:
– Inspection of goods, means of transport and persons,
– Levy of customs duties and all other charges and taxes imposed on goods imported to Lebanon,
– Prevention of illegal import and export of merchandise, investigation and verification of smuggling, as provided for in the Customs Law.

Civil society: civil society organisations (CSOs) including relevant non-governmental organisations networks, including those active in the areas of human rights, anti-corruption and assistance to migrants and refugees will play an important role to ensure compliance and accountability of security agencies with human rights standards. Non-governmental organisations (NGOs) are already engaged in actions related to border management and monitoring, but their participation is envisaged to be strengthened to ensure an inclusive and transparent response.

2.3. Lessons Learned

In line with the findings of the mid-term evaluation conducted in 2022 the following lessons learned were identified and stakeholders agreed to integrate them into the design of the current program:

– Every aspect of IBM is relevant to the needs of the State and the target groups. IBM has generated a long-term commitment and convening power in a complex situation of conflict and protracted crisis. Best practices from EU Member State were introduced, through Member State experts, peer-to-peer support was extended. The approach follows the EU Guidelines for Integrated Border Management in External Co-operation. It is important that all aspects of the EU guidelines are covered and that there is an alignment with the policy priorities and strategic guidelines provided by the Commission communication of 14 March 2023 that establishes the multiannual strategic policy for European integrated border management (EIBM). To sustain the results, there is a need to continue aligning Lebanese border training with EU standards, including the Frontex Common Code Curriculum, Practical Handbook for Border Guards, and other manuals and curricula. Lack of sustained academic knowledge related to IBM that adheres to EU standards restricts the development of training programmes related to IBM. The integration of the trainings into the LAF and GS academies were initiated and further trainings will continue the interagency approach but complemented by specific specialisations in line with the mandate of the respective agencies and linked to their academies.
– In view of legal reform processes, the endorsement of the Lebanese IBM Strategy and Action plan are milestones, but further legislative amendments are necessary to fully embrace the model. Policy developments were not sufficiently transparent and open for the CSOs, academia and the private sector to provide their respective views. In the design of the Integrated maritime strategy the security forces agreed to open up the

discussions to a wider public, CSOs and private sector were invited to the inter-ministerial committee and the inputs were highly valuable and this engagement will continue.

– Sustainability of the results is highly dependent either on human and financial capacity as well as on political will, or all three factors combined. More specifically, the financial difficulties facing the State budget make sustainability unlikely with regard to the maintenance of the operational capabilities. The EU will convene EU Member States and further other key bilateral donors with a view to rationalise assistance provided and engage in a sound policy dialogue with security agencies, relevant Government agencies and the Parliament.

– Implementation of IBM did not fully reflect the human rights-based approach. The participation and feedback of vulnerable groups and, in general, the right-holders, was not guaranteed throughout the implementation process. Compliance with rights-based approach and international and human rights standards will be strengthened in this new action.

3. DESCRIPTION OF THE ACTION

3.1. Objectives and Expected Outputs

The Overall Objective(s)/Impact(s) of this action is:

1. Integrated border management in Lebanon is in line with EU and international standards, including through the application of the human rights-based approach.

The Specific Objective(s) (**Outcomes**) of this action are to

1. Border management is enhanced in an integrated, secure, coordinated manner in line with Human Rights standards, and covering all dimensions of an integrated border management approach according to EU standards and areas of focus as defined in the EIBM communication of 14 March 2023.

2. Promotion of interagency cooperation, transparency, accountability and the engagement of right holders in Integrated Border Management is reinforced.

The **Outputs** to be delivered by this action contributing to the corresponding Specific Objectives (Outcomes) are:

contributing to Outcome 1 (or Specific Objective 1)

1.1 The capacity of the Border control committee to coordinate an interagency response at all borders is enhanced

1.2 The capacity of the Lebanese Armed Forces to manage borders, including with Syria, is enhanced

1.3 The capacity of the General Security to manage the border entry/exit and control at all border crossing points is enhanced

1.4 The capacity of the Internal Security Forces to prevent and respond to organised crime and smuggling at sea is enhanced

contributing to Outcome 2 (or Specific Objective 2)

2.1 Public data and information provided by the Lebanese Customs Authority is increased

2.2 The communication and cooperation between IBM security agencies with a particular focus on the fight against smuggling activities and customs, civil society and business community is reinforced

2.3 Compliance of IBM stakeholders with international human rights standards is enhanced

3.2. Indicative Activities

Activities related to Output 1.1

− Technical assistance to develop and amend policy, legal and regulatory framework in line with IBM Action plan and International and Human Rights law

− Capacity building for IBM stakeholders to improve coordination and collaboration

− Technical support and capacity building for the risk analysis and risk assessment units of IBM stakeholders and the set-up of an information sharing platform (LAF, GS, ISF, customs)

− Technical support and capacity building on joined data collection and analysis, elaboration of statistic and compilation of reports, including the establishment of information exchange mechanisms between the BCC and the Joint Maritime Coordination Center.

Activities related to Output 1.2

− Technical support and capacity building to improve procedures and data analysis linked with document security

− Institutional and capacity development of the Gender Unit

− Reinforcement of operational capabilities.

Activities related Output 1.3

− Technical support and capacity building to ensure that the Border entry/exit registration system (sBMS) remains operational and is expanded to all border crossing points if feasible

− Technical support and capacity building of the centre of excellence for document security and connection to all BCPs

− Institutional development and support to the gender unit of General Security.

Activities related Output 1.4

− Institutional and capacity development of the Coastal brigades in line with the detailed provisions in the IBM Action plan

Activities related to Output 2.1

− Activities to strengthen transparency, availability and accessibility of information on customs procedures online and offline

− Capacity development on the access to information law and procedures for custom administration

Activities related to Output 2.2.

− Activities (workshops, seminars, round-tables) to improve engagement and dialogue between civil society and IBM stakeholders

− Activities (trainings, workshops, advocacy campaigns) to enhance the engagement of CSO and business community in view of transparency and access to information on customs

− .

Activities related to Output 2.3

- Activities (trainings, workshops, round-tables) to improve understanding and implementation of a Human Rights based approach (HRBA) bringing together security actors and CSOs
- Assistance and support to right holders particularly at blue borders
- Monitoring and follow up on border crossing procedures in line with international standards

3.3. Mainstreaming

Environmental Protection, Climate Change and Biodiversity

Outcomes of the Environmental Impact Assessment (EIA) screening
The EIA screening classified the action as Category C (no need for further assessment).

Outcome of the Climate Risk Assessment (CRA) screening
The CRA screening concluded that this action is no or low risk (no need for further assessment.

Gender equality and empowerment of women and girls

As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that gender equality is an important and deliberate objective, but not the principal reason for undertaking the project/programme, often explained as gender equality being mainstreamed in the project/programme. While the Lebanese Armed Forces has established a gender unit, the other two security agencies have a gender focal points. All security agencies have conducted a gender gap analysis and the findings from this gender analyses have informed the design of this action. The gender units of all security forces were supported by the last IBM project with targeted activities to promote the women in security agenda, such as a study visit to Jordan and awareness campaigns on the International women's day. Further support in institutional development, capacity building and networking is planned under the new action, particularly to the unit of the General security, this unit is least supported by other donors. The provision of sex disaggregated data will be mandatory.

Human Rights

The proposed action is fully aligned to the existing EU human rights strategies and action plans. Rights of refugees and migrants is one priority of the Human Rights strategy 2021 – 2024 of the European Union to Lebanon. Specific trainings for security agencies involved in the IBM program will be part of the implementation to ensure alignment to international protection and migration principles and International Human Rights law. The action has been designed following a "rights-based "and "leave-no-one behind" approach. The five working principles of the rights-based approach, applying all rights, participation and access to decision-making, non-discrimination and equal access, accountability and access to rule of law and transparency and access to information, will be mainstreamed.

Consultations with civil society organisations will be organised and their recommendations are duly reflected in the design of the action.

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D1; this implies that Persons with Disabilities' concerns will be mainstreamed across the Action, in line with the 3RF process which is a based on a people-centred and inclusive approach.

Democracy

The main purpose of the action is to actively promote the respect of International law and Human Rights obligations by security actors. Accountability will be ensured through facilitation of regular dialogue between security actors and civil society, increase their participation in decision-making at local and national level and

follow up on challenges. Through this Action, the EU promotes legally binding international standards to promote the respect of democracy, fundamental rights and the rule of law.

Conflict sensitivity, peace and resilience

This action takes into consideration conflict-sensitivity and a do-no harm approach, and addresses related priorities and recommendations.

Disaster Risk Reduction

The support to search and rescue will have a direct impact on disaster risk reduction at sea, as it will enhance the capacities of the Lebanese stakeholders to respond to disasters in the maritime sphere.

3.4. Risks and Assumptions

Category	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
1	Operational capacity of the security agencies deteriorates further as consequence of the economic crisis	**High**	**High**	EU accompanying the project with policy dialogue on reform and economic recovery
	Reluctance of stronger collaboration of IBM stakeholders hamper the achievement of the expected results	**Low**	**Medium**	EU accompanying the project with policy dialogue on Security Sector Reform, focus on clarifying mandates and design of inter-agency coordination through collective training promoting trust and showing the need to coordinate and cooperate
3	Security actors benefiting from EU project may act against international Human Rights standards	**Medium**	**High**	Dedicated trainings on Human Rights and international standards as well as dialogue sessions with CSOs as component of the project

External Assumptions

–   Political stalemate and social tensions do not result in an overall deterioration of the situation, including security jeopardising the success of the project

–   Multidimensional crisis does not cause civil unrest that requires security agencies to focus on other priority tasks

–   Economic collapse and inflation does not lead to full disintegration of the Lebanese government and IBM stakeholders

3.5. Intervention Logic

The underlying intervention logic for this action is that enhanced integrated border management in line with international standards, including through the application of the human rights-based approach improves security and trade development in Lebanon.

The desired impact to contribute to improved security and trade development in Lebanon will be reached

- If there is an enhanced management of borders in an integrated, secure and coordinated manner in line with Human Rights standards and
- If there is enhanced transparency, accountability and the engagement of right holders in Integrated Border Management

The success of this project are under the assumptions that:
- Political stalemate and social tensions do not result in an overall deterioration of the situation, including security jeopardising the success of the project
- Multidimensional crisis does not cause civil unrest that requires security agencies to focus on other priority tasks
- Economic collapse and inflation does not lead to full disintegration of the Lebanese government and IBM stakeholders

Enhancing integrated border management requires development of the regulatory and policy framework, enhanced coordination as well as enhanced operational capacity of the IBM agencies to ensure the check and balances between agencies are realised.

In detail:
- if the capacity of the border control committee to coordinate an interagency response at all borders is enhanced and
- if the capacity of the Lebanese Armed Forces to manage borders is enhanced and
- if the capacity of General Security to manage the Border entry/exit and control at all Border crossing points is enhanced and
- if the capacity of the Internal Security Forces (ISF) to prevent and respond to organised crime and smuggling at sea is enhanced

then the management of borders in an integrated, secure, coordinated and gender-sensitive manner will be enhanced.

To enhance the accountability and transparency of IBM, it is essential that the trust between the citizens and the State, as the only legitimate provider of security will be re-established and that nobody is left behind. The Rights-Based Approach enshrines the core principle that development cooperation should contribute to the development of the capacities of 'rights-holders' to claim their rights and 'duty-bearers' to meet their obligations. The Rights-Based approach is specifically important in border management as the work of the security agencies impact the lives of the communities living in the border areas and people crossing borders in a regular and irregular way. This puts a strong emphasis on engagement with marginalised, disadvantaged, and excluded groups. Specific measure for vulnerable in the context of border crossing and search and rescue at sea may be designed.

In detail:
- If public data and information provided by the Lebanese Customs Authority is increased and

- If the communication and cooperation between IBM stakeholders, civil society and business community is reinforced and

If the compliance of IBM stakeholders with international human rights standards is strengthened

then the transparency and accountability and the engagement of right holders in Integrated Border Management will be enhanced

The following assumptions are essential for successful implementation:

- Operational capacity of the security agencies does not deteriorates further as consequence of the economic crisis
- IBM stakeholders are not reluctant to stronger collaboration and interaction with civil society and business community
- Security actors benefiting from EU project act in line with international law, including the principle of non-refoulement.

3.6. Indicative Logical Framework Matrix

In view of the highly fluid situation in Lebanon, values for indicators (baseline and target values) will be identified during the inception period through relevant studies.

Results	Results chain: Main expected results	Indicators	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact 1	Integrated border management in LB is in line with EU and international standards including through the application of the human rights-based approach.	1. Number of state institutions and non-state actors supported on security, border management, countering violent extremism, conflict prevention, protection of civilian population and human rights (GERF 2.23/ EURF 2.29)	1 0 2. 5 (under IBM III)	1 1 2 8	1 Pre- and post evaluation 2 Progress reports	*Not applicable*
Outcome 1	Border management is enhanced in an integrated, secure, coordinated manner in line with Human Rights standards	1.1 Status of IBM governance 1.2 Number of objectives of the Lebanese IBM Action plan implemented 1.3 Number of border crossing points with equipment that meets International standards 1.4 Status of Human Rights compliance in IBM	1.1 The IBM decision-making body (not established 1.2 0 – IBM Action plan under revision 1.3 0 out of 11 1.4 NN	1.1 IBM governance structure operational 1.2 TBC 1.3 2 1.4 TBC	1.1 Decrees, minutes of meetings 1.2 Annual progress reports on IBM Action plan 1.3 Pre-, post assessment 1.4 Annual monitoring reports on IBM and Human Rights	Multidimensional crisis does not cause civil unrest that requires security agencies to focus on other priority tasks Economic collapse and inflation does not lead to full disintegration of the Lebanese government and IBM stakeholders
Outcome 2	The transparency, accountability and the engagement of right holders in IBM is reinforced)	2.1 Percentage of population who express confidence in the performance of IBM stakeholders (disaggregated by sex 2.2 Number of migrants, forcibly displaced people or individuals	2.1 NN 2.2 0	2.1 TBC 2.2 TBC	2.1 Perception survey 2.2 Progress reports	IBM stakeholders are not reluctant to stronger collaboration and interaction with civil society, rights-holders

		from host communities protected or assisted by action (EURF 2.17/ IPA PF 2.14) (disaggregated by sex)				and business community

Results	Results chain: Main expected results	Indicators	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Output 1 related to Outcome 1	1.1 The capacity of the Border Control Committee to coordinate an interagency response is enhanced	1.1.1 Status of BCC as coordination mechanism in line with objective "Interagency cooperation" of the Lebanese IBM Action plan 1.1.2 Number of reports on border situation published by BCC 1.1.3 Number of trained officers deployed at borders on advanced IBM and Human Rights, who show increased knowledge in the subject (disaggregated by sex) 1.1.4 Number of actions for Gender units with EU support	1.1.1 Objective (2.1 – 2.4) not met 1.1.2 0 1.1.3 NN 1.1.4 Gender units recently established	1.1.1 TBC 1.1.2 4 1.1.3 TBC 1.1.4 TBC	1.1.1 Annual progress reports 1.1.2 Yearly border situation reports 1.1.3 TNA and post training reports 1.1.4 Progress reports	
Output 2 related to Outcome 1	1.2 The capacity of the Lebanese Armed Forces to manage borders is enhanced	1.2.1. Border surveillance in line with the EU and other international best practices and models 1.2.2 Number of trained officers in border procedures and document security in line with IBM Action plan (disaggregated by sex)	1.2.1 NN – Progress report on IBM Action plan not available 1.2.2 NN (Compiled TNA not available)	1.2.1 TBC 1.2.2 TBC	1.2.1 SOPs developed and used 1.2.2 Pre-, post training reports	
Output 3 related to Outcome 1	1.3 The capacity of General Security to manage the Border entry/exit and control at all Border crossing points is enhanced	1.3.1 Status of border entry-exit system (SBMS system) 1.3.2 Status of regular border crossings per border crossing point	1.3.1 SBMS system partially operational 1.3.2 NN	1.3.1. SBMS operational on all BCPs 1.3.2 Monthly statistics	1.3.1 Progress reports 1.3.2 BCC Border situation	

		1.3.3 Status of centre of excellence for document security in line with IBM Action Plan 1.3.4 Number of fraudulent documents detected per month	1.3.3 Partially operational 1.3.4 NN	1.3.3 Implementation completed in line with IBM Action plan 1.3.4 TBC	report, statistics 1.3.3 Annual progress report on IBM Action plan 1.3.4 BCC Border situation , statistics	
Output 4 related to Outcome 1	1.4 The capacity of the Internal Security Forces (ISF) to prevent and respond to organised crime, trafficking and smuggling is enhanced	1.4.1 Number of facilities upgraded with EU support 1.4.2 Number of deployments undertaken by coastal brigades 1.4.3 Number of presumed illicit activities detected by coastal brigades	1.4.1 0 1.4.2 NN 1.4.3 NN	1.4.1 TBC 1.4.2 TBC 1.4.3 TBC	1.4 Annual progress report on IBM Action plan 1.4.2 ISF Statistics 1.4.3 ISF statistics	
Output 1 related to Outcome 2	2.1 Public data and information provided by the Lebanese Customs Authority is increased	2.1.1 Number of trained staff on access to information (disaggregated by sex) 2.2.2 Status of customs information online 2.2.3 Status of access to information request received 2.3.4 Number of disclosed documents	2.1.1 0 2.2.2 Information on customs procedures does not meet citizens needs 2.2.30 2.2.4- 0	2.1.1 TBC 2.2.2 Comprehensive information on procedures and tariffs available 2.2.3 TBC 2.2.4 TBC	2.1.1 Pre-and post training reports 2.1.2 progress reports, website 2.2.3 Statistics 2.2.4 Statistics	
Output 2 related to Outcome 2	2.2 The communication and cooperation between IBM stakeholders, civil society and business community is reinforced	2.2.1 Number of CSOs involved in the engagement with IBM stakeholders 2.2.2 Number of activities (workshops, trainings, etc.)	2.2.1 0 2.2.2 0 2.2.3 0	2.2.1 TBC 2.2.2 TBC 2.2.3 TBC	2.2.1 Progress reports 2.2.2 Activity and progress reports	

		bringing together civil society and IBM stakeholders 2.2.3 Number of activities (workshops, advocacy campaigns, etc.) on access to information and transparency			2.2.3 Activity and progress reports	
Output 3 related to Outcome 2	2.3 Compliance of IBM stakeholders with international human rights standards is enhanced	3.1.1 Number of processes involving IBM stakeholders improved to align with human rights standards 3.1.2 Number of right holders assisted with EU support 3.1.3 Number of reports on Human Rights at the borders	3.1.1 0 3.1.2 0 3.1.3 0	3.1.1 TBC 3.1.2 TBC 3.1.3 TBC		

4. IMPLEMENTATION ARRANGEMENTS

4.1. Financing Agreement

In order to implement this action, it is envisaged to conclude a financing agreement with the Government of Lebanon.

4.2. Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 72 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer in duly justified cases.

4.3. Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures.[8]

4.3.1. Indirect Management with a pillar-assessed entity

This action may be implemented in indirect management with a pillar-assessed entity/ies which will be selected by the Commission's services using the following criteria:

– Specific Sector / thematic expertise: Expertise in institutional development and capacity building in all aspects of border management, border security and customs at all borders (land, sea, and airport); and/or specific expertise in all aspects of migration, specific experience with protection-sensitive border management and/or human rights-based approaches on border management and/or humanitarian border management.

– Logistical and/or management capacities: Solid operational and programmatic capacities in Lebanon, to ensure a smooth, transparent, timely and proper implementation of the project in terms of human resource, procurement, finance, monitoring and evaluation.

– Neutrality/security reasons in conflict/crisis situations: Established trustful working relationships with security agencies, customs and the civil society in Lebanon.

The implementation by this entity entails the performance of activities leading to the achievement of outcome 1 and outcome 2 described in section 3.

4.3.2. Changes from indirect to direct management (and vice versa) mode due to exceptional circumstances

If the implementation modality described in 4.3.1. cannot be implemented due to circumstances outside of the Commission's control, the modality of implementation by grants under direct management would be used.

(a) Subject matter of the grant(s): Outputs and activities described in section 3.

(b) Type of applicants targeted: Non-governmental organisations (NGOs) or a consortium of NGOs.

---

[8] EU Sanctions Map. Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

4.4. Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

4.5. Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Implementation modalities – cf. section 4.3	
Outcome 1 *Border management is enhanced in an integrated, secure, coordinated manner in line with Human Rights standards* **Outcome 2** *The transparency, accountability and the engagement of right holders in IBM is reinforced* Composed of	6 750 000
Indirect management with pillar assessed entity– cf. section 4.3.1.	6 750 000
Evaluation – cf. section 5.2 **Audit** – cf. section 5.3	250 000
Strategic communication and Public diplomacy – cf. section 6	N/A
Contingencies	N/A
Total	**7 000 000**

4.6. Organisational Set-up and Responsibilities

A Steering Committee will be established at the time of signature of the contract foreseen for its implementation and will remain in charge for the whole duration of the implementation of the action. The Steering Committee will be mandated to provide strategic oversight and guidance for the implementation of the project and oversee the implementation of corrective measures when needed. The project's Steering Committee shall meet at least once a year.

The project's Steering Committee shall be made up of:
- senior representatives from the relevant line Ministries
- senior representatives from the Border Control Committee and relevant beneficiary agencies / organisations and from all the departments directly involved in the programme's activities
- senior representatives of the EU (the Contracting Authority)

Any other co-opted participant(s) may attend on ad hoc basis as observers, *inter alia* Lebanese civil society organisations, supervisory or control bodies with a regular statutory involvement in the programme, EU Member States that maintain a close co-operation with the specific beneficiary authorities in domains related to this programme.

The Implementing partner(s) will assist it by fulfilling a technical secretariat function together with the technical and operational counterparts directly involved in the programme's implementation.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

4.7. Pre-conditions

The Border Control Committee is requested to comply with the following pre-conditions:

- Integrated Border Management Action plan is updated and approved at technical level
- First Annual report on monitoring of the implementation of the IBM Strategy and Action Plan is elaborated[9]

The security forces are requested to comply with the following pre-conditions:

- Risk Analysis Unit of the Lebanese Armed Forces and General Security are operational[10]
- the entry/exit registration system (sBMS) replacement concept is approved by General Security[11]
- Internal Security Forces coastal brigade concept is updated based on the sectoral strategy [12]

Pre-conditions need to be fulfilled within 1 years from the signature of the Financing Agreement.

5. PERFORMANCE MEASUREMENT

5.1. Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its Outputs and contribution to the achievement of its Outcomes, and if possible at the time of reporting, contribution to the achievement of its Impacts, as measured by corresponding indicators, using as reference the logframe matrix (for project modality).

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Arrangements for monitoring and reporting, including roles and responsibilities for data collection, analysis and monitoring:

- As part of the inception phase of the project, the indicators defined in the logframe matrix will be reviewed to assess their relevance and the final logframe will be submitted to the approval of the Steering Committee at its first meeting.

---

[9] IBM Action plan under revision and Annual report in drafting at the technical level of the Border Control Committee

[10] Both units are established, and required is that they are still operational

[11] A new SMBS system is foreseen but not yet approved by the General Security, support to the current system is not possible under the action as not sustainable

[12] Stronger involvement of ISF in IBM is foreseen in the ISF strategic plan and IBM Action plan, but a more detailed concept of required support is required from ISF

– A baseline study will be contracted by the EU as part of its evaluation framework to an independent entity during the first 12 months of implementation to establish sound baselines and targets, which will be submitted to the approval of the Steering Committee at its second meeting.

– Data related to these indicators will be collected, analysed and monitored by entities implementing the action. The data compiled by the partner will be shared with EUD in Lebanon in regular progress reports and presented to the Steering Committee.

– A ROM monitoring evaluation will be launched after 24 months of implementation to assess the relevance and performance of the programme and recommend amendments if required.

– The EU Delegation will undertake regular project monitoring visits through its own staff for independent monitoring reviews at both operational and financial level (spot-check missions).

5.2. Evaluation

Having regard to the importance of the action, a final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission.

A final or ex-post evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that the complexity and interagency approach in integrated border management may require a follow-up action to consolidate the achievements.

The Commission shall form a Reference Group (RG) composed by representatives from the main stakeholders at both EU and national (representatives from the government, from civil society organisations (private sector, NGOs, etc.), etc.) levels. If deemed necessary, other donors will be invited to join. The Commission shall inform the implementing partners at least 3 months in advance of the dates envisaged for the evaluation exercise and missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Evaluation services may be contracted under a framework contract.

5.3. Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

6. STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

All entities implementing EU-funded external actions have the contractual obligation to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. To that end they must comply with the instructions given in the 2022 guidance document Communicating and raising EU visibility: Guidance for external actions (or any successor document).

This obligation will apply equally, regardless of whether the actions concerned are implemented by the Commission, the partner country, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU Member States. In each case, a

reference to the relevant contractual obligations must be included in the respective financing agreement, procurement and grant contracts, and delegation agreements.

For the purpose of enhancing the visibility of the EU and its contribution to this action, the Commission may sign or enter into joint declarations or statements, as part of its prerogative of budget implementation and to safeguard the financial interests of the Union. Visibility and communication measures should also promote transparency and accountability on the use of funds. Effectiveness of communication activities on awareness about the action and its objectives as well as on EU funding of the action should be measured.

Implementing partners shall keep the Commission and the EU Delegation fully informed of the planning and implementation of specific visibility and communication activities before the implementation. Implementing partners will ensure adequate visibility of EU financing and will report on visibility and communication actions as well as the results of the overall action to the relevant monitoring committees.

Any actions related to communication and visibility will be coordinated with the strategic communication actions of the EU Delegation, to ensure coherence of narrative and message, as well as horizontal strategic communication.