



MISSIONE BILATERALE DI ASSISTENZA E SUPPORTO IN LIBIA

Comando

Annessi: 1.

OGGETTO: Supporto a programmi ed iniziative di capacity building della EU Border Assistance Mission (EUBAM) in Libia.

A COMANDO OPERATIVO DI VERTICE INTERFORZE
STATO MAGGIORE

ROMA

e, per conoscenza:

TASK FORCE IPPOCRATE

MISURATA

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1. Con gli aggiornamenti di maggio e giugno 2021, è stata evidenziata l'opportunità di valutare una ulteriore linea di sforzo della missione a supporto delle iniziative europee, per elevare il livello degli obiettivi e l'efficacia della Missione a favore di Istituzioni libiche (Border Management e Law Enforcement). A riguardo, sono stati svolti approfondimenti informali con il Capo Missione di EUBAM e acquisiti elementi relativi ai settori/ambiti nei quali poter attuare le prime ed efficaci sinergie, nella cornice di uno specifico Working Arrangement e/o Memorandum of Understanding. Lo schema prefigurato sottende:
 - EUBAM¹ quale *supported partner*, con il compito di individuare le risorse, reperire e consegnare le forniture (stazione appaltante), monitorare, valutare e sostenere i progetti;
 - la Missione, quale *implementing/supporting partner*, con il compito di pianificare, preparare ed eseguire attività di *capacity building*, sviluppandone i programmi (TRAIN) e determinando gli equipaggiamenti da acquisire (EQUIP).

2. Nello specifico, in relazione al contesto e agli *outcomes* prefissati dall'Unione Europea, si ritiene possibile poter supportare l'implementazione dei seguenti **Small Projects**²:
 - a. breve termine ("start-up" con due progetti e l'individuazione di best practices):
 - 1° progetto: tactical emergency medical care, con focus LNCG e GACS, progettazione ed esecuzione con risorse già presenti in Teatro;
 - 2° progetto: provision of communications and IT equipment, con LNCG/GACS, progettazione ed esecuzione con risorse già presenti in Teatro.
 - b. breve/medio termine (consolidamento del supporto):
 - 3° progetto: training on criminal intelligence, cross border crimes, con focus Border Guard, progettazione con U. CC (immissione già richiesta) ed esecuzione con MTT da schierare ad hoc;
 - 4° progetto: training on human rights, con focus Border Guard e GACS (progetto unico o separato per Istituzione ricevente), progettazione con U. CC (immissione già richiesta) ed esecuzione con MTT da schierare ad hoc;
 - 5° progetto: provision of communications and IT equipment, con focus LBG, progettazione ed esecuzione con risorse presenti in Teatro;

¹ EUBAM è articolata su tre unità, cui corrispondono tre linee operative e rispettivi piani:

- **Border Management Unit**, con *focus* sulla Libyan Border Guard - LBG (MoD), Libyan Navy Coast Guard - LNCG (MoD) e General Administration for Coastal Security - GACS (MoI);
- **Law Enforcement Unit**, con *focus* sulle Forze di Polizia (MoI);
- **Criminal Justice Unit**, con *focus* sulla Judicial Organization (MoJ).

² Aree tematiche e *audience* definite da EUBAM, con orizzonte temporale entro due anni.

- 6° progetto: *training on maritime search and rescue*, progettazione con U. MM (immissione da richiedere) ed esecuzione con MTT da schierare *ad hoc*;
 - 7° progetto: *training on countering fake documents*, progettazione con U. CC (immissione già richiesta) ed esecuzione con MTT da schierare *ad hoc*;
 - altri progetti: a supporto di effetti prefissati da EUBAM, secondo le esigenze libiche.
3. Per quanto sopra, si individuano le seguenti azioni:
- a. MIASIT:
- pianificare, preparare ed eseguire i progetti in coordinamento con EUBAM;
 - finalizzare la firma dell'*Arrangement* o MoU con EUBAM, prevedendo, qualora perseguibile, la delega di firma al Comandante della Missione (in alternativa EUBAM-COI).
- b. COI:
- supportare il processo di firma di specifico *Arrangement* o MoU³;
 - supportare, sul piano tecnico-amministrativo, il coordinamento delle procedure di rimborso relative al personale che implementerà i programmi di supporto;
 - approfondire, in prospettiva, la possibilità di ulteriori iniziative. A riguardo, si prefigurano ben più ampie opportunità di sinergie (anche con un approccio di sistema che coinvolga altri attori nazionali), in relazione al *European Union Joint Police Force Project for Libya* (EUJPF), la cui *governance* è stata affidata a EUBAM, quale estensione delle competenze della Law Enforcement Unit a supporto del “Cease Fire Agreement”⁴.
4. Nel complesso, in linea con le determinazioni del livello politico, è perseguibile ed essenziale una sinergia delle attività bilaterali con quelle europee, sia per elevare il livello degli obiettivi della Difesa (disponibilità di risorse idonee in settori di prioritario interesse nazionale), sia per dare concretezza ed efficacia alle iniziative dell’Unione Europea (non autonoma nella pianificazione ed esecuzione delle progettualità). Ciò, tra l’altro, aprirebbe la possibilità ad una azione italiana più profilata, qualora valutato d’interesse il supporto a EUJPF (auspicato anche dal MAECI), in relazione ai futuri sviluppi delle condizioni politiche e securitarie nel Paese.

IL COMANDANTE
(Gen. B. Roberto VERGORI)

³ Con EUBAM è rimasto incompiuto un MoU per fornire *extremis support* in caso di evacuazione dalla Libia.

⁴ Il progetto, con un budget di 8 ML euro, ha una durata di 18 mesi e, sommariamente, prevede:

- il ripristino di strutture addestrative, forniture di equipaggiamenti e training (200 poliziotti dell’ovest e 200 dell’est)
 - primo concreto esperimento/esercizio di integrazione e/o unificazione di forze, sotto la supervisione del JMC 5+5 (5 Ufficiali libici dell’ovest e 5 dell’Est);
- il supporto logistico, sicurezza, *real life* a cura UE;
- il *deployment* in Tripoli nei prossimi mesi del “Core Team” (finalizzazione accordi con Istituzioni locali);
- tra i possibili *implementing partner*, una compagnia belga di sicurezza (MoI libico ha già espresso riserve su “private companies”).

FRAMEWORK PROJECT PROPOSAL 2021-2023 - BMU

A. FRAMEWORK Project title:	Strengthening the operational capacity of Border Management agencies in Libya
B. Line of Operation:	Border Management
C. Overall Objective:	Support the implementation of a fully-fledged and operational border security and management system in Libya
D. Project Manager:	Luis Puig-Saenz, Bjorn Clarberg, Fabio Borriello and Anders Lisborg
E. Project Beneficiary and counterparts:	Libyan border management agencies/institutions
F. Implementing Partner(s):	To be determined
G. Project Duration (mm/yyyy-mm/yyyy):	07/2021-07/2023
H. Requested Budget (€) :	420,000

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1. Framework Project Executive Summary

Libya continues to be severely affected by the security challenges and political fragmentation between its main power brokers. The obstacles identified range from major strategic level concerns down to operational and tactical level issues. On the strategic level, some of the main obstacles identified include, to varying degrees, the fragmentation of Ministries and their related entities, unclear and overlapping roles and responsibilities of various agencies, limited inter and intra-agency cooperation, as well as a lack of overall strategic vision, information sharing and planning activities. On the operational and tactical levels, many of the entities suffer from a lack of internal procedures, training and equipment. Chains of command, lines of reporting, human resources management and accountability must be reinforced.

At the strategic level, the implementation of a comprehensive national Integrated Border Management (IBM) strategy, based on the White Paper, is key to improving Libya's border management and security. Therefore, work will now commence with the Libyan authorities to initiate the implementation of the White Paper in border management reform. This should be followed by necessary legislative reforms defining the roles and responsibilities of the various law enforcement and border management agencies so that their currently overlapping mandates can be rationalised.

To encourage local ownership and ensure proper coordination of actions towards the same goals, all activities on border security and management carried out by the international community and/or Libyan authorities should be aligned with the White Paper and be coordinated through the Border Management Working Group (BMWG), or its sub-working groups, under the overall authority of the National Team for Border Security and Management (NTBSM).

At the operational level, the Border Management Unit (BMU) has identified several areas in which the Libyan border management agencies require support. These include:

- Enhancement of agencies' operational capacity (e.g. operational concepts, information gathering and intelligence analysis, risk management, investigations, joint operations);
- Review of the HR management concepts including recruitment, promotion, deployment, rotation and the distribution of staff across the agencies, developing clear staffing roles and structures;
- The development of training capacities with a greater focus on training institutions and the design of requirement-based training curricula;

- Addressing the issue of gender balance (especially in regional representation of agencies);
- Developing plans for the upgrading of the border crossing points (BCPs) infrastructure (buildings, roads, communication networks, etc.);
- Support for the complete overhaul (infrastructure, administration, procedures, etc.) of the General Administration for the Security of Border Crossing Points (GASBCP), the Land Border Guards (LBG) and the General Directorate for Combating Illegal Immigration (DCIM) headquarters, as well as DCIM's District Centres (DCs);
- Establishment of surveillance systems (especially on the coastline);
- Providing IT strategies, systems, software, and equipment.

2. Framework Project Goal and Overall Objectives

The overall goal of the activities that will be implemented through the Small Scale Project instrument and the budget dedicated to it will aim to support the implementation of a fully-fledged and operational border security and management system in Libya.

The activities implemented will be a concrete tool that will add value to the strategic and operational level work of the Border Management Unit (BMU) and will complement the work that the Mission experts are doing in their fields of expertise in favour of their specific counterparts.

Particularly, the activities have been selected and designed to support Libya in preparing for the implementation of a fully-fledged and operational border security and management system, to support the Libyan maritime sector and to better respond to the needs and requests of the border agencies in the country, all in line with international human rights standards and recommended best practice.

3. Outcomes/Expected Results

- **OUTCOME 1:** The IBM Guidelines are implemented for safeguarding internal security, for managing irregular immigration and other cross-border crime and for ensuring smooth border crossings for legitimate travellers, in full respect with fundamental human rights and in line with international standards and best practices.
- **OUTCOME 2:** The capabilities of Libyan Maritime Law Enforcement Agencies (MLEAs) are strengthened in line with the Integrated Maritime Strategy, as well as international human rights standards and best practices.
- **OUTCOME 3:** Libyan Land Border Agencies are able to better conduct border control (including relevant risk analysis and crime intelligence), detection and investigation of cross-border crime in coordination with all competent law enforcement authorities, and enhance their international cooperation, in full respect with fundamental human rights and in line with international standards and best practices.

4. Description of Small Scale Projects

The Small Scale Projects (SSPs) described in the table below are all closely related to the objectives and expected results given in the current OPLAN as it is anticipated that these will by and large be the same in the new OPLAN covering the next mandate period.

BMU is the prime responsible entity for the planning and management of all activities, however, most of the trainings and some workshops will be conducted by external experts selected, guided and coordinated by BMU. The coordination of all activities will be undertaken jointly by BMU and the Project and Coordination Cell (PCC).

All the identified SSPs will be implemented in collaboration with: a) UN or EU Agencies; b) MSs or other donors and institutional actors; c) NGOs or adequate private companies.

Implementation of outcome 1 has identified a number of SSPs that can be undertaken before the White Paper (WP) Process enters its operative phase and assuming that the next mandate period will be 24 months. If, during this period, the White Paper will be endorsed, the SSPs below listed will remain relevant and will stay important to accompany the implementation of the WP.

Outcome 3 includes SSPs 3.1.1 and 3.1.2 that will be implemented jointly with the other two operational units.

Outcome 1 – The IBM Guidelines are implemented for safeguarding internal security, for preventing irregular immigration and other cross-border crime and for ensuring smooth border crossings for legitimate travellers		
Expected results	SSP	No of actions and participants
The implementation of Integrated Border Management (IBM) principles in Libya has progressed	1.1 Support the implementation of IBM Guidelines	
	1.1.1. IBM principles	2 webinars (15 + 15) and 1 workshop (10)
	1.1.2. Risk analysis/threat assessment	2 webinars (15 + 15) and 1 workshop (10)
	1.1.3. Baseline assessment of all Libyan actors with a stake in BM	2 webinars (15 + 15) and 1 workshop (10)
	1.1.4. Training on Human Rights and gender to high/middle management of all Libyan actors with a stake in BM	2 basic level (15 + 15), 1 advanced level (15), one ToT (10) training
	1.1.5. Implementation and sharing of the outcomes and recommendations of the gender scoping study	3 workshops (15 each)
	1.1.6. Organize webinars that will initiate regular consultations of border communities/civil society with official Libyan authorities with the expected result: declaration of intentions and	1 webinar/seminar and 2 workshops

	nomination of focal points/relevant representatives from both sides.	
Outcome 2 – The capabilities of Libyan Maritime Law Enforcement Agencies (MLEAs) are strengthened in line with the Integrated Maritime Strategy		
The operational capacity of the Libyan Maritime Law Enforcement Agencies has improved	<p>2.1 Strengthen the capacity of Libyan Maritime Law Enforcement Agencies (MLEA)</p> <p>2.1.1 Trainings on Search and Rescue and on scene coordination (including technical maritime English)</p> <p>2.1.2 Provision of communications and IT equipment</p> <p>2.1.3 Trainings on emergency medical care including practical exercise and possible Tactical Emergency Casualty Care (TECC)</p> <p>2.1.4 Trainings on Human Rights (focusing on GACS)</p>	<p>2 trainings (15 + 15) and 1 workshop (15)</p> <p>Equipment: 10 IT units (computers, relevant software licences/ subscriptions etc.) and 10 portable VHF/ satellite phones</p> <p>2 trainings (15 + 15) and 1 workshop (15)</p> <p>2 basic level (15 + 15), 1 advanced level (15), one ToT (10) training</p>
Outcome 3 – Libyan Land Border Agencies are able to better conduct border control, detection and investigation of cross-border crime, and enhance their international cooperation		
The operational capacity of the Libyan land border agencies has improved	<p>3.1 Libyan Land Border Agencies are able to better conduct border control, detection and investigation of cross-border crime, and enhance their international cooperation</p> <p>3.1.1 Trainings on criminal intelligence (jointly implemented with LEU and CJU)</p> <p>3.1.2 Trainings on Cross Border Crimes (jointly implemented with LEU and CJU)</p> <p>3.1.3 Trainings on countering fake documents</p> <p>3.1.4 Trainings on Human Rights (focusing on LBG)</p> <p>3.1.5 Provision of communications and IT equipment</p>	<p>2 trainings (15 + 15) and 1 workshop (15)</p> <p>2 trainings (15 + 15) and 1 workshop (15)</p> <p>2 basic level (15 + 15), 1 advanced level (15) and 1 ToT (10) training</p> <p>2 basic level (15 + 15), 1 advanced level (15), one ToT (10) training</p> <p>Equipment: 10 IT units (computers, relevant software licences/ subscriptions etc.) and</p>

		10 portable VHF/satellite phones
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5. Project Implementation Plan

The implementation of the activities will be carried out throughout the entire mandate period starting from July 2021. It is anticipated that the mandate period is 24 months. The timings of the workshops, trainings and study visits are indicated on a quarterly basis as are the timings of project final reports, reviews and evaluations.

Activity	Q3-2021	Q4-2021	Q1-2022	Q2-2022	Q3-2022	Q4-2022	Q1-2023	Q2-2023
Outcome 1 – The IBM Guidelines are implemented								
1.1.1 2 webinars and 1 workshop on IBM principles		1 webinar		1 webinar	1 workshop final report + review		1 workshop final report + review	Impact evaluation
1.1.2. 2 webinars and 1 workshop on Risk analysis/threat assessment		1 webinar		1 webinar		1 workshop final report + review		Impact evaluation
1.1.3 2 webinars and 1 workshop on Baseline assessment		1 webinar	1 webinar		1 workshop final report + review		1 workshop final report + review	
1.1.4 4 Trainings on HRs and gender to high/middle management of all Libyan actors with a stake in BM		1 basic training final report + review		1 advanced training final report + review	1 basic training final report + review	1 ToT training final report + review		Impact evaluation
1.1.5 Implementation and sharing of the outcomes and recommendations of the gender scoping study		1 workshop		1 workshop		1 workshop		
1.1.6 Support the establishment of BM platform mechanism for the regular consultation of border communities and civil society	1 workshop		1 workshop		1 seminar/webinar			1 workshop final report + review
Outcome 2 – Maritime Domain								
2.1.1 2 trainings and 1 WS on Search and Rescue and on scene coordination (including technical maritime English)		training final report + review		training final report + review		workshop final report + review		Impact evaluation
2.1.2 2 trainings and 1 WS on emergency medical care including practical exercise and possible Tactical Emergency		training final report + review		training final report + review	workshop final report + review		1 workshop final	Impact evaluation

							report + review	
2.1.3 4 trainings on Human Rights (focusing on GACS)		1 basic training final report + review		1 advanced training final report + review	1 basic training final report + review	1 ToT training final report + review		Impact evaluation
Outcome 3 – Land Border Agencies								
3.1.1 2 trainings and 1 WS on Criminal intelligence		1 basic training final report + review		1 advanced training final report + review	1 basic training final report + review	1 ToT training final report + review	1 workshop final report + review	Impact evaluation
3.1.2 2 trainings and 1 WS on Cross Border Crimes		1 basic training final report + review		1 advanced training final report + review	1 basic training final report + review	1 ToT training final report + review	1 workshop final report + review	Impact evaluation
3.1.3 4 trainings on countering fake documents		1 basic training final report + review		1 advanced training final report + review	1 basic training final report + review	1 ToT training final report + review	1 workshop final report + review	Impact evaluation
3.1.4 4 trainings on Human Rights (focusing on LBG)		1 basic training final report + review		1 advanced training final report + review	1 basic training final report + review	1 ToT training final report + review	1 workshop final report + review	Impact evaluation

6. Monitoring and Evaluation Plan

The objective is to ensure that all project activities are monitored and evaluated in a consistent and effective manner by using the M&E tools that are in place in the Mission.

The project has been designed and implemented with tools to continuously monitor its progress and effectiveness. The monitoring and evaluation will be crucial to identify successful impact, areas for improvement, and to identify possible future areas of work with counterparts. The M&E tools developed for this purpose are the following:

A simple questionnaire will be given to all participants as part of the activity, often at the end of each training, study visit, etc. The feedback of the filled questionnaires will be processed by the Project Coordination Cell (PCC), and the findings will be shared and discussed with BMU with the aim of improving and modifying future trainings. The feedback will also be used for preparing the review of each activity and ultimately the entire project. The questionnaire should always include questions intended to assess the level of understanding and respect of the human rights and gender related content of the activity.

Furthermore, the impact of the project will be evaluated after a period of time by PCC and BMU, preferably in Libya. Another questionnaire has been developed to evaluate to which extent and how the participants are able to apply the new knowledge and skills they acquired from the activities they attended. The time of evaluation may vary according to the nature of the activity and the prevailing security situation, but the intention is to schedule it sometime between 3 and 6 months after the activity. Ideally, the evaluation should be carried out as a discussion with the participants based on the completed questionnaire, however, it may not be possible due to logistical and security constraints. In that case, the evaluation will be completed on the basis of the feedback given in the questionnaire. In both cases, again an assessment on the knowledge retained regarding human rights and gender content of the activity, its application, and its acceptance will be assessed. Based on the findings and recommendations evolved from the impact evaluations of all the activities, a consolidated evaluation for the entire project will be undertaken. A graphic presentation of the monitoring and evaluation process is given in annex 1.

A consistent and systematic implementation of these M&E procedures should enable BMU to take corrective measures, if required, to ensure that future activities will be implemented successfully and have the expected outcome and impact. It should be noted, that the challenge for undertaking a solid and consistent monitoring and evaluation of the project is the evolving security situation in Libya and subsequent changes in activity planning, and changing personnel in Libyan institutions.

7. Human Rights and Gender Mainstreaming

Promoting gender equality and women's participation is at the core of EU values, and EUBAM Libya is further bound by the EU Strategic Approach to Women, Peace and Security (2018), as well as the EU Action Plan on Women, Peace and Security 2019-2024 to mainstream gender across all support to rule of law, justice and security institutions. EUBAM's internal risk mitigation measures require the Mission to communicate on the protection of human rights prior, during and following any Mission-supported activity, and integrate gender analysis in all planning, implementation, monitoring and evaluation. As such, **all Mission supported activities (including trainings, workshops, study visits) must integrate content both on gender mainstreaming and protection of human rights.** This content should feature explicitly across activities, in a manner that highlights these considerations specifically in a dedicated session, as well as integrates their consideration throughout the activity. At a very minimum, human rights awareness can be provided in a written format, handed out to participants.¹ Consultation of civil society in all activity and project planning and monitoring is encouraged in order to ensure risk mitigation, as well as stronger needs-based approaches.

Women's participation in the security and justice sectors improves operational effectiveness, reduces corruption, diminishes sexual exploitation and abuse, increases accountability, improves accessibility and strengthens trust between authorities and civilians. Border management becomes more effective when female staff are equally trained and operational – a case that is made most evident by the simple example of male border authorities being unable to carry out body searches on women in countries where cultural norms prevent this. The cornerstones of effective law enforcement centres on representation, responsiveness and accountability. An effective police service is representative, i.e. inclusive

¹ As per EUBAM's internal risk mitigation measures.

of both women and men, and representative of the minorities and indigenous populations that make up the community it is mandated to protect. A representative police service will in turn have better access to the community, reach more diverse sources of information and intelligence, and better understand the often very diverse needs and concerns of the community. This access and increased knowledge will enable the police service to respond to the needs of the community more effectively, and increase a focus on prevention rather than response. In border management, a gender inclusive and responsive approach improves the prevention and detection of human trafficking and smuggling, strengthens the protection and promotion of human rights, increases legitimacy of the border management authorities, and can contribute to enhancing local ownership, oversight and collaboration with local communities.

As regards integrated border management, the Mission seeks to promote the participation of women as a cross-cutting priority in its institutional support provided to border management agencies, particularly on trainings, and operational concepts. The border management unit's objective is to support gender mainstreaming and a rights-based, people-centred approach across its support to the Libyan Ministry of Interior and National Team for Border Security and Management, in view of fostering increased trust these institutions and strengthening their operational effectiveness.

8. Risks and Assumptions

Nine years after the fall of Muammar Qaddafi, Libya continues to struggle to end its violent conflict and build state institutions. External actors have exacerbated Libya's problems by funnelling money and weapons to proxies that have put personal interests above those of the Libyan people. U.N. efforts to broker a lasting peace have not yet succeeded, overshadowed by competing peace conferences sponsored by various foreign governments. Meanwhile, Libya's borders remain porous, particularly in the southern Fezzan, facilitating an increase in trafficking and smuggling of illicit materials, including weapons.

At the subnational level, many local conflicts reflect long-standing feuds between various factions, tribes, and ethnic groups. Although the militia environment changed after the LAAF's offensive and withdrawal, the militias' confrontations have been a regular situation due to the absence of the monopoly of the violence by any strong actor. There are localized clashes between local commanders — as well as criminality incidents associated with militias (e.g. banks, shops, etc.) — mainly in the capital Tripoli (mainly southern belt of Tripoli's suburbs) and the western coastal region (mainly Al-Zawiyah, Sabratha and Zuwarah). The security situation remains highly volatile in Tripoli and new incidents between militias and armed groups are continuously reported in a quasi-daily basis.

Though Libya's national conflict has stalled in recent months, prospects for a political solution are complicated by the country's deep political and tribal divides. Nonetheless, in February 2021, Libyans and the United Nations advanced their current effort to end almost a decade of instability and war when a U.N.-backed forum nominated an interim government to prepare nationwide elections by the end of 2021. The new transitional government brings hope that this process—the third major U.N. peace effort in Libya—might lead to stability. Still, achieving lasting peace will require that the process addresses the main underlying driver of conflict: the divisions among Libya's three main regions, notably over how to organize the

government. It will also need the United States and other countries to support the transitional government and hold Libya's contesting sides accountable.

The following strategic assumptions should be taken into consideration:

- The internationally recognized Libyan authorities will maintain and strengthen their political ownership of the SSR process and remain open to cooperation with the EU and Member States.
- This assumption has to be read by taking into account the very fluid political and security situation and the limited authority of the new interim government across the country. This will inevitably impact on the operational outcome of the Mission in the latter half of 2021.
- The nationwide elections planned for late 2021 will be conducted successfully and pave the way to a more stable and peaceful environment over the next two years and beyond.
- Member States and EU Institutions will continue to provide the necessary resources, including the staff with the appropriate expertise required for achieving the expected results.

The following specific risks have been identified by BMU in relation to project implementation:

- The ongoing security situation in Libya may escalate and hinder the cooperation and coordination with the NTBSM, BMWG and MSWG.
- Possible failure of the project if not adequately supported at all levels of the Libyan governmental structures.
- Internal resistance to reforms and changes.
- Corporate cultures may hamper the pre-implantation phase of the White Paper Process.
- Delays in legal reforms which are imperative for the WP reform.

The following mitigating measures have been identified by BMU in relation to project implementation:

- Information campaigns about the White Paper reform process among relevant stakeholders.
- When necessary, arranging workshops, conferences etc. outside Libya.

Specific measures for the Maritime Domain:

- Develop a Terms of Reference in which all relevant agencies agree on their roles and responsibilities.
- Find a possible external partner to establish a vetting mechanism to ensure that all relevant personnel have undergone criminal screening and background checks.

Internal risks:

- Lack of personnel among Libyan staff to support the BMU in their organisational and implementing work (interpreters, liaison officers).

- Difficulties and delays within the Mission for undertaking procurement procedures for service providers and/or equipment.

9. Sustainability

BMU's Libyan counterparts within the NTBSM and the BMWG will be part of all the phases in the project cycle from planning stage through implementation. The approach and means of cooperation in the current mandate period will continue during the new mandate period. Consultations with the relevant counterparts will be conducted as a point of departure followed by joint planning and design of all activities before the implementation begins. This is crucial to ensure ownership by the counterparts and thus making the project as sustainable as possible.

In the current Mandate period, EUBAM has had a key role in supporting the NTBSM in the drafting process of the White Paper on an Integrated Border Management (IBM) strategy in Libya. In the next mandate period EUBAM will be heavily involved in supporting the NTBSM in the implementation of the White Paper. Similarly, the drafting process of the Libyan Maritime Resource and Security Strategy has entailed extensive support on the part of EUBAM to the Libyan Maritime Sub-Working Group (MSWG). These close working relationships and regular meetings organized in the framework of the BMWG (minimum one per month) and thematic working groups (minimum one per month) will carry over to the next mandate period, and will contribute to a stronger sustainability of the Small Scale Projects.

10. Framework Project Budget

TOTAL BUDGET SSP for BMU	
BMU Framework Project	420,000
Outcome 1 – IBM Principles	120,000
Outcome 2 – Maritime Domain	150,000
Outcome 3 – Land Border Agencies	150,000

Annex 1

