

ISF STRATEGIC PLAN 2018-2022



SERVICE - TRUST - PARTNERSHIP

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LETTER FROM THE PRESIDENT



In constant quest of freedom, peace and openness to the world, Lebanon lives in the middle of a sensitive and turbulent geopolitical spot on the Eastern Coast of the Mediterranean, a region which has witnessed for decades conflicts and confrontations whose interactions have affected it and whose dangers are lingering.

Since the dawn of Independence and up to the moment, Lebanon's modern history has testified that stability in our nation depends on the international community's paramount understanding of its reality, and its support to face the issues and challenges that were thrust upon it by the region's events, on top of which the issues of the Palestinian Refugees, the

Syrian Displaced, as well as Israel's threats and constant violations of its sovereignty. History also testifies that Lebanon's internal stability is consolidated through its tenacious national unity, the powerful cohesion between its various components, and the active role undertaken by its military and security organs, namely: the Lebanese Army, the Internal Security Forces, the General Security, the State Security, and the Lebanese Customs. This role aims at resisting any assault against the nation's land and any aggression targeting it, guaranteeing the sovereignty of the State and the safety of the citizens, promoting civil peace, protecting the borders, safeguarding the democratic system, public freedoms and human rights, countering terrorism and preventing crime and drug smuggling and trafficking, and honoring Lebanon's obligations towards international resolutions.

There is no doubt that the wave of chaos and bloody confrontations that invaded a number of the region's countries throughout the recent years and turned into wars, violence and world-threatening obscurantist terror, infiltrated across the borders of Lebanon into its interior. The entire world has borne witness to the achievements of the Lebanese Army and our security institutions which have adopted a preemptive approach in the face of the armed terrorist organizations and their undercover cells. Indeed, the battle "Fajr Al Jouroud" (the Dawn of the Barrens) carried out in the summer of 2017 represented a crushing victory for the Army against the terrorist armed men, thus consolidating our country's safety net and preventing the danger of expansion of terrorism from Lebanon.

Out of national duty, we, the political, military and security officials of Lebanon, are striving to accomplish the military and security strategy whose major headlines were defined in my inaugural speech and included in the Ministerial declaration of the present cabinet. This strategy relies essentially on promoting the Army's capabilities, ensuring the requirements of the military and security organs in terms of equipment and personnel, providing them with sophisticated and quality weapons, enhancing the competency of their troops with modern and specialized training in order to enable them to perform actively and sustainably the missions assigned to them, to protect Lebanon and prevent the regional fires from getting to it, to face any Israeli assault against our land, and to pursue the constructive and vital cooperation with the "UNIFIL" force which is active in South Lebanon in line with its duties to implement Resolution 1701.

Our country is grateful to the brotherly and friendly States which have believed, over the past years, in the importance of providing support for the Lebanese Army, and have contributed to responding to its pressing logistic and military needs. The capabilities development plans for the Lebanese Army and military and security institutions, adopted by the political authority in view of being submitted to the Rome II Conference, hereby complete this cooperation which has proved efficient and important, not only to ensure Lebanon's stability and prosperity, but also to prevent it from becoming a conflict and risk-generating arena whose negative fallout may spread to the Middle East region and the world.

The current security challenges are the most dangerous for the future of the States, especially in this volatile region of the world. Nothing suggests that the coming days will not bring further destabilizing challenges which imply some dangers that are obvious to us all. Our strategic objective to protect our nation makes it imperative to provide our national army and military and security institutions with the necessary quality means to enable them to face the growing challenges, in order to remain the safety valve at all stages and under all circumstances. This is a suitable opportunity to deepen cooperation with our friends within the Rome II Conference, to contribute to the region's security and stability, and to cross together, States and peoples, over to peace, tranquility and prosperity.

General Michel Aoun

LETTER FROM THE PRIME MINISTER



For the past decade, we have channeled all efforts towards building the Internal Security Forces into a strong institution. One that assumes a more central role in thwarting terrorism and crime and above all advancing rule of law.

The safety and security of the Lebanese citizens is at the core of the ISF's values. Our sons and daughters drawn from across the nation have demonstrated a true sense of service to the community, protecting our families, our streets, our schools and our places of worship.

The Five Year Strategic Plan – the first of its kind – provides an ambitious vision for the future of the ISF and sets a road map for a qualitative transformation of this institution into a modern police service, with a focus on professionalism, community policing, protecting human rights, countering terrorism and most importantly building trust and a solid partnership with the citizens and the community as a whole.

It also stresses the strengthening of a strategic cooperation with the Lebanese Armed Forces by taking more responsibility for internal security.

I am a firm believer that female representation in the security institutions must increase to demonstrate the true potential of our society. The Strategic Plan reflects this belief.

I am confident that the Internal Security Forces will embark on this journey with commitment and dedication and will be considering the public's trust in the institution as the key measure of success.

Saad Hariri

LETTER FROM THE MINISTER OF INTERIOR AND MUNICIPALITIES



From the first day I assumed office as Minister of Interior and Municipalities, one of the key issues I have been committed to was developing the strategic capabilities of the Internal Security Forces as well as supporting their evolution into a planning-oriented agency, capable of nurturing a closer, more positive rapport with the citizens they serve and protect.

Today, following a year of extensive efforts, initially led by former Director General Ibrahim Basbous and subsequently his successor Director General Emad Osman, working together with the chief of ISF Academy and Head of Strategic Planning Team General Ahmad Al-Hajjar, the completion of this strategic document has become a reality. For the first time throughout its long history of service, the ISF now has a well-defined, coherent five-year plan that shall enable it to evolve into a world-class police service.

During the last decade, ISF has faced many challenges and soldiered through many menacing threats both locally and regionally at the most critical of times. As Lebanon adhered to a policy of open borders towards the Syrian crisis, the ISF was called upon to police a million-plus displaced Syrians scattered all over Lebanon, in addition to Palestinians and other residents. Being well aware of the crucial role it plays in providing security and stability, the ISF has never faltered in its duties. It has succeeded in apprehending tens of lone-wolf terrorists and hundreds of cells which they dismantled with minimal or no loss of life or property. All these achievements were part of the ISF's proactive mindset despite the critical lack in resources and adequate equipment.

The plan, which I present to you today, will unequivocally pave the way for a modern, trusted police force that will set the standard for other public agencies.

Throughout the performance of its duties, the ISF will firmly abide by international regulations and provisions, and more importantly will fully serve and protect the public equally without any discrimination.

In planning for the strategic development of the ISF, we envisage a day where the Lebanese government has monopolized the use of force throughout Lebanon's territory, and where the Lebanese Armed Forces (LAF) can return to its original constitutional duty of protecting the Lebanese borders while leaving the duty of protecting and maintaining internal peace and security to the ISF.

Finally, this comprehensive plan embodies the continuous efforts exerted by the committed officers of the ISF as well as the exceptional cooperative relationship they developed with our international partners, primarily in the United Kingdom.

I sincerely hope that this plan and vision will be fully implemented, paving the way for more successes in the not-so-distant future.

Nouhad al Machnouk

LETTER FROM THE DIRECTOR GENERAL OF THE ISF

Great responsibilities rest upon the shoulders of the Internal Security Forces (ISF); responsibilities towards the society, the nation, the constitutional authorities, and responsibilities towards the international community and other security and law enforcement partners around the world. The institution must therefore remain abreast of the latest developments in policing. With this goal in sight, the ISF is continuously seeking to develop its processes, improve its professionalism and enhance its technical performance.

Our work revolves around people: Protecting them and their property, and supporting victims of crime. We are also entrusted with the mission of keeping communities safe, namely by combatting terrorism, curbing trafficking in drugs and persons, providing traffic management services, and ensuring prisons are guarded and well managed.

It is therefore necessary for us to put forward a strategic plan that takes into account all the recent developments in policing methods, with our vision "Together towards a safer society" pointing the way forward. Through the implementation of this plan, we hope to achieve results that live up to the expectations of all – governmental authorities, oversight bodies, and the community – under the slogan "Service - Trust - Partnership."

We will strive to implement this plan by providing exemplary security services utilizing the most modern resources available. This includes enhanced automation and means of communication, improved human resource management, and upgraded equipment and buildings, all of which will help us fulfil our duties efficiently and effectively.

Our strategic plan constitutes, in and of itself, a commitment to serving the community, as its fulfillment will reinforce trust between community members and the ISF. The efforts we deploy will become ever more determined as we seek to instill the culture of service and improve the quality of our performance, with the aim of implementing this plan in all its various aspects.

My hope and wish is that we reach a safer world, together.

Major General Imad Osman



INTRODUCTION

Established in 1861, the Internal Security Forces is one of the oldest institutions in Lebanon. Over its 150-year history, the ISF has had to constantly adapt and evolve to fulfil its mission as stated in Article 1 of Law 17/90, which outlines the ISF's administrative, judicial, and other duties. As part of its deep-rooted commitment towards serving the Lebanese community, the ISF has adopted a five-year Strategic Plan. The ISF Strategic Plan 2018-2022 will allow the institution to fulfil its mission, meet the expectations of the people of Lebanon, and take a significant step forward in its ongoing transition to a modern policing service.

Over the past decade, the ISF has continued to work proactively with its local and international partners to successfully disrupt terrorist plots that have threatened both Lebanon and the international community. Over the last three years, the ISF has detained over 300 terrorist suspects and dismantled over 60 terrorist cells.

The ISF has also sought to improve its crime fighting capabilities through improved forensics and crime scene management, and has introduced measures to enhance Human Rights protection and address community concerns.

Yet today, the threats to Lebanon's national security are significant. Terrorism remains a primary concern, while globalization and the digital age have brought new security concerns and exacerbated others, including the rise of violent extremism. In Lebanon, these challenges are compounded by the evolving situation in Syria and the continued presence of displaced Syrians on Lebanese territory, which has given rise to new public safety issues that pose considerable challenges for the ISF.

The ISF has therefore set a clear strategic direction that will allow it to meet the evolving security needs of Lebanon. The plan centers on two institutional trajectories: The will to change from a police force to a police service adhering to a set of values that ensure respect for individual rights and responsiveness to community concerns; and the need to evolve from traditional to modern policing techniques in order to fight crime more effectively.

Recognizing that the safety and security challenges of the 21st Century cannot be met exclusively through traditional means, the ISF is committed to institutionalizing a more community-oriented policing style that forges sustainable partnerships between the ISF and citizens to build a safer community for all.

The ISF Strategic Plan 2018-2022 constitutes the foundation of this organizational transformation. The plan draws on international best practice and is based on findings from a Strategic Review of the ISF conducted with the assistance of international partners. The findings of the review were based on public survey data, meetings with external stakeholders, and thorough consultations with ISF personnel from all ranks and units. It therefore constitutes a valuable evidence-base for the current plan, fostering a shared understanding of safety concerns between the ISF and the community it serves while ensuring that the needs of ISF personnel are reflected in the plan's objectives.

The ISF has always worked alongside the Lebanese Armed Forces and other security agencies to ensure the safety of all of Lebanon's inhabitants. The realization of this Strategic Plan will contribute to the ISF's capability to assume full responsibility for internal security within Lebanon and shoulder all of its missions as prescribed in Lebanese law. This in turn will allow the Lebanese Armed Forces (LAF) to focus on its core duties while remaining ready to support the ISF whenever needed.

The Lebanese government has committed resources to achieve the Strategic Plan's objectives and components of the plan are already being implemented. With clarity of purpose, the ISF is seeking the support of all its partners to keep Lebanon safe for generations to come.



1940



1990



2017

VISION

“
TOGETHER
TOWARDS
A SAFER
SOCIETY”

MISSION

To deliver a pioneering police **service** that promotes **trust**, respects human rights and safeguards freedoms, preserves order and security and combats crime efficiently in **partnership** with the community.

VALUES

- Dedication to service
- Honesty and integrity
- Equality, fairness, and impartiality
- Leadership by example

STRATEGIC OBJECTIVES

The Strategic Plan 2018–2022 has been developed based on extensive consultations with external and internal stakeholders. The public, ISF personnel, and our international partners have all been involved in the strategic planning process, helping to inform the strategic priorities and objectives.

Four strategic objectives have been agreed to guide and focus our work for the next five years. They constitute the core of policing in Lebanon, answering the question of what we do, how we do it, and what we need to do it effectively.

The first objective, promoting safety, stability and security by countering terrorism and fighting crime, constitutes our primary mission and the core of what we do. Objectives two and three center on how we carry out this mission: By partnering with the community, remaining accountable to the public we serve, and protecting human rights. And finally, objective four aims at improved professionalism and organizational efficiency and effectiveness, addressing the question of what we need to fulfil this mission effectively.



STRATEGIC OBJECTIVE 01 PROMOTE SAFETY, SECURITY, AND STABILITY

Enhancing safety, stability and security is the core purpose of the ISF. It is a purpose shared by police services worldwide.

Recognizing its role in countering terrorism and fighting crime in order to promote safety, security, and stability, the ISF will continue to build its capacity to detect, prevent, and protect against these threats.

In the next five years, the ISF will also focus on developing enhanced policing techniques and analytical capabilities while addressing crime types of particular importance to public safety and security.

The ISF is further committed to align public order management with international standards and to build public order capacity across the ISF.

Given the role of traffic officers as key points of contact with the public, the ISF has also prioritized improving road safety and traffic management in partnership with concerned stakeholders.



TO ACHIEVE THIS OBJECTIVE, WE WILL:

Strengthen the capacity to combat terrorism by:

- Developing specialist capabilities to detect, prevent and combat terrorism
- Enhancing the capabilities of operational Units to counter terrorism
- Enhancing inter-agency coordination for preventing and combating terrorism

Upgrade crime fighting capability by:

- Strengthening partnerships with stakeholders to improve prevention and combating of crime
- Enhancing border security
- Enhancing the capacity to conduct criminal investigations
- Enhancing forensic and biometric capabilities
- Improving prevention and response to high risk crimes including cybercrime, drugs, domestic violence and human trafficking

Improve the efficiency and effectiveness of public order management by:

- Enhancing responsiveness to public order events across Lebanon
- Institutionalizing a modern approach to public order management

Enhance traffic management and road safety by:

- Promoting public awareness and a road safety culture
- Modernizing the traffic ticketing system
- Professionalizing the traffic functions across the ISF

STRATEGIC OBJECTIVE 02 ENHANCE PARTNERSHIPS WITH THE COMMUNITY

Building partnerships with the community is a cornerstone of moving towards a community-based approach to policing. Promoting communication and collaboration between the police and the community will help to more effectively and efficiently identify, prevent and solve problems of crime and safety.

As a reflection of its profound belief in the importance of building partnerships with the community, the ISF is continuously striving to enhance and embed those partnerships as a means of positively impacting on the efficiency of police work and perceptions of community safety. This integrated approach between police and citizen is directed towards a common goal of securing the safety of the entire community.

Placing the citizen and community at the center of its work, over the next five years the ISF will work towards institutionalizing this modern approach to policing service across the organization. The ISF will also seek to build further partnerships with civil society actors in relevant fields.



TO ACHIEVE THIS OBJECTIVE, WE WILL:

- Institutionalize a more community-oriented policing style
- Adopt an ISF communication strategy
- Strengthen partnerships with municipalities and civil society organisations
- Promote ISF professionalism



STRATEGIC OBJECTIVE 03 PROTECT HUMAN RIGHTS AND ENHANCE ACCOUNTABILITY

Protecting human rights and ensuring accountability are fundamental building blocks to enhancing legitimacy, trust and confidence in the ISF.

The ISF remains committed to upholding its human rights obligations as outlined in international law, domestic legislation, and the ISF Code of Conduct. The ISF will also

seek to strengthen accountability and transparency through an improved complaints system and enhanced performance management. Greater trust and confidence in the ISF's ability to uphold citizens' basic rights will lead to increased reporting of criminal and suspicious behaviour by members of the community, contributing positively to public safety and security.



TO ACHIEVE THIS OBJECTIVE, WE WILL:

Cultivate a culture of Human Rights by:

- Disseminating Human Rights norms within the ISF
- Institutionalizing a Human Rights network between ISF and relevant stakeholders
- Empowering the Human Rights Division
- Reviewing and restructuring the complaints system

Strengthen the monitoring of Human Rights and freedoms by:

- Introducing measures to ensure due process in the criminal justice system
- Enhancing inspections in relation to Human Rights monitoring
- Reinforcing the zero tolerance policy towards torture and Human Rights abuses

Improve detention conditions in line with international standards by:

- Expanding and modernizing detention facilities
- Improving processes and stakeholder coordination within the detention system

STRATEGIC OBJECTIVE 04 IMPROVE PROFESSIONALISM AND ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS

Improved organizational professionalism and effectiveness can only be realized through commitment to systems that support a pioneering police service. Human resource management is at the forefront of these systems. Convinced of the value of people as a keystone to its structure and evolving performance, the ISF has, since its establishment, given the highest importance to its people through recruitment, training, equipment and mentorship, which contributes to boosting staff morale and improving performance. Based on this, the ISF will continue its efforts to enhance the capabilities of its personnel, by providing them with all needed skills to ensure the delivery of the best police service.

The ISF, in order to allow its personnel to fulfil their full potential, will also provide them with the required modern logistics through the refurbishment of buildings, upgrading of equipment, development of telecommunication systems, and full automation. This will assist the ISF in carrying out its missions to a high professional standard and improve its proactive responsiveness to crimes, irrespective of their nature.



TO ACHIEVE THIS OBJECTIVE, WE WILL:

Modernize infrastructure, ICT services and logistics by:

- Implementing buildings, vehicles, supplies, and weapons modernization programs
- Implementing a comprehensive ICT plan

Enhance human resource management by:

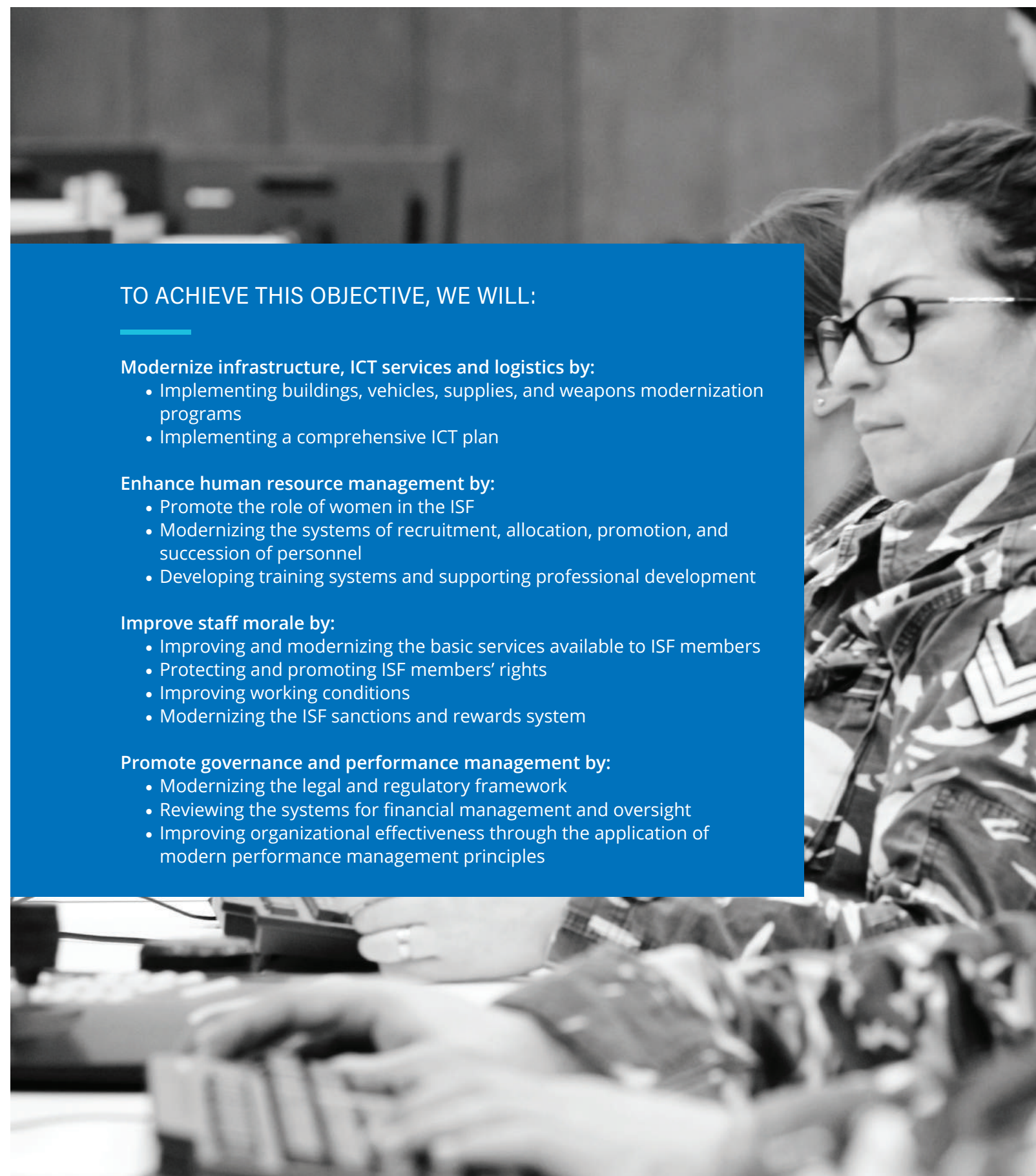
- Promote the role of women in the ISF
- Modernizing the systems of recruitment, allocation, promotion, and succession of personnel
- Developing training systems and supporting professional development

Improve staff morale by:

- Improving and modernizing the basic services available to ISF members
- Protecting and promoting ISF members' rights
- Improving working conditions
- Modernizing the ISF sanctions and rewards system

Promote governance and performance management by:

- Modernizing the legal and regulatory framework
- Reviewing the systems for financial management and oversight
- Improving organizational effectiveness through the application of modern performance management principles





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