



*The Government of Angola*  
&  
*United Nations Development Programme*

Project Title:  
*Capacity Development of the National Institute for Demining (INAD)*

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**Brief Description**

In 2003 the Government of Angola (GoA) reformed its mine action institutional arrangements by separating the responsibility for the coordination of the mine action sector and the responsibility for implementing mine action operations. The government therefore created the National Intersectoral Commission for Humanitarian Demining and Assistance (CNIDAH) which is a commission that reports directly to the Council of Ministers and is responsible for the coordination, planning and organization of all mine action operations. The GoA also created the National Demining Institute (INAD) which is a public institute under the tutelage of the Minister of Social Assistance and Reintegration (MINARS) responsible for demining operations in Angola. In 2005 the GoA established the Executive Commission for Demining (CED), which is chaired by the Minister of MINARS, to manage the demining operations of the Angolan Armed Forces (FAA), the Office for National Reconstruction (GRN) and the INAD.

This three year project will assist INAD to enhance its role as the national demining operator. The specific outcome of the project will be consolidated access and security for development efforts in Angola through developing the capacity of INAD. The project will have three main outputs:

1. Increased management and technical capacity of INAD at Headquarters level,
2. A dynamic and well supported Technical Demining School (ETD) that has renovated premises, enhanced management systems and an updated curriculum based on international and national mine action standards and
3. Seven of 15 INAD demining brigades trained and equipped and responding to development needs in Angola in a safe and effective way.

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The total cost of the project over the three years is estimated to be **US\$ 12,149,657.**

**The following documents form the integral part of this agreement:**

- Section I - Elaboration of the narrative
- Section II - Results and Resources Framework
- Annex 1: Total work plan and Budget 2006 - 2009
- Annex 2: INAD Support Project Budget
- Annex 3: ToR for CTA
- Annex 4: ToR for Training Advisor

## ANGOLA

UNDAF/Outcome(s)/Indicators:  
(Link to UNDAF outcome. If no UNDAF, leave blank.)

**UNDAF 2005-2008 Outcome:**

1. To promote equitable economic development and democratic governance in accordance with international norms by strengthening national capacities at all levels and empowering citizens and increasing their participation in decision-making processes.

Expected Outcome (s)/

Indicators: (Those that are linked to the project, are extracted from the CP and are linked to the SRF/MYFF goal and service line)

- Consolidated security and access for development efforts ensured / Frequency of mine-related incidents and accidents (**CP Outcome / Indicator 2005-08**).
- Linked to Service Line 4.4. Mine Action of Goal 4. Crisis Prevention and Recovery (**MYFF 2004-2007**).
- Right to personal security and physical integrity ensured (**Right-based assessment of country situation / CCA 2002**).

Expected Output (s)/ Indicators:  
(Those that are linked to the project, are extracted from the CP and are linked to the SRF/MYFF goal and service line)

Strengthened national capacity to implement national obligations under the Ottawa Convention / Square kilometers of land cleared; kilometers of roads cleared in priority access areas.  
**(CP Output 2005 – 2008)**

Implementation Partner:

National Institute for Demining (**INAD**)  
United Nations Development Programme (**UNDP**)

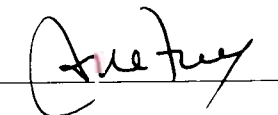

Other Partners:

Ministry of Social Assistance and Reintegration (**MINARS**)

Programme Period: UNDP CP Cycle 2005-2008
Programme Component: Crisis Prevention and Recovery
<b>Project Title: Capacity Development of the National Institute for Demining (INAD)</b>
Project Code: N/A
Project Duration: 36 months
Management Arrangement: DEX

Budget:	<u>US\$ 11,354,820</u>
General Management Support Fee:	<u>US\$ 794,837</u>
Total budget:	<u>US\$ 12,149,657</u>
Allocated resources:	_____
• Government	_____
• UNDP Angola	<u>US\$ 225,400</u>
• UNDP BCPR	<u>US\$ 270,000</u>
• Other:	_____
○ Donor	_____
○ Donor	_____
• In kind contributions	<u>US\$ 7,609,241 (GoA)</u>
Unfunded budget:	<u>US\$ 4,045,016</u>

Agreed by:

	Signature	Date	Name and Title
Government		14-9-06	ANA RITA LOURENÇO REVISORA DO PLANEJAMENTO
UNDP		19-9-06	GITA HONWANA WELCH DIRECTORA DO PNUD

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## GLOSSARY:

ALD	Activities of Limited Duration
APR	Annual Project Report
ATLAS	UNDP's management software
CCA	Common Country Assessment
CED	Executive Commission for Demining
CNIDAH	National Inter-Sectoral Commission for Demining and Humanitarian Assistance
CP	Country Programme
CPR	Crisis Prevention and Recovery
CTA	Chief Technical Advisor
DEX	Direct Execution
ECP	Estratégia de Combate à Pobreza
ETD	Technical Demining School
ERW	Explosive Remnants of War
F & A	Facilities and Administration
FAA	Angolan Armed Forces
GMS	General Management Service
GoA / GA	Government of Angola
GRN	Office for National Reconstruction
HQ	Headquarters
IMAS	International Mine Action Standards
INAD	National Demining Institute
INAROOE	Instituto Nacional para Remoção de Objectos e Engenhos Explosivos
LIS	Landmine Impact Survey
M & E	Monitoring and Evaluation
MAX	Mine Action Exchange
MINARS	Ministry of Social Assistance and Reintegration
MINPLAN	Ministry of Planning
MRE	Mine Risk Education
MYFF	Multi-Year Funding Framework
NEX	National Execution
NGO	Non-Governmental Organization
NMAS	National Mine Action Standards
PRSP	Poverty Reduction Strategy Paper
PSC	Project Steering Committee
QMT	Quality Management Team
SOPs	Standard Operating Procedures
SRF	Strategic Results Framework
TNA	Training Needs Assessment
ToR	Terms of Reference
UNAVEM	United Nations Angola Verification Mission
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services
UNITA	União Nacional para a Independência Total de Angola

## Section I—Elaboration of the narrative

### Part I. Situation Analysis

#### 1.1 Background

In 1995 the UN deployed a peacekeeping mission (UNAVEM) to monitor the implementation of the 1994 Lusaka Accord between the Government of Angola (GoA) and UNITA. In response to the massive humanitarian problems caused by landmines and other Explosive Remnants of War (ERW) the UN worked with the GoA to establish the Instituto Nacional para Remoção de Objectos e Engenhos Explosivos (INAROE). INAROE was responsible for coordinating all mine action efforts in the country and was also the national operator for mine action. INAROE had its national headquarters in Luanda, where it performed the roles of national mine action authority and mine action coordination and the Technical Demining School was established in Viana whilst provincial structures were established to manage the deployment of the demining brigades.

In 2003 the GoA reformed its mine action institutional arrangements by separating the responsibility for the coordination of the mine action sector and the responsibility for implementing mine action operations. The government therefore created the National Intersectoral Commission for Humanitarian Demining and Assistance (CNIDAH) which is a commission that reports directly to the Council of Ministers and is responsible for the coordination, planning and organization of all mine action operations. The GoA also created the National Demining Institute (INAD) which is a public institute under the tutelage of the Minister of Social Assistance and Reintegration (MINARS) responsible for demining operations in Angola

In 2005 the GoA established the Executive Commission for Demining (CED), which is chaired by the Minister of MINARS, to manage the demining operations of the Angolan Armed Forces (FAA), the Office for National Reconstruction (GRN) and the INAD. The main purpose of the Executive Commission is to oversee the implementation of a country wide demining operation to reduce the social and economic impact of landmines and ERW in Angola.

In spite of these improvements in the institutional framework and the substantial increase in the capacity and productivity of the international NGOs, the presence of landmines and ERW constrains the ability of families to establish sustainable livelihoods and there has been a substantial increase in mine incidents on roads and access routes since early 2004. Moreover mines increase the vulnerability of rural communities as they reduce access to basic social services such as health and education. Landmines and ERW also constrain the reconstruction of the country's rail network and the provision of water and electricity throughout much of the country as a result of the mining of water reservoirs and electricity pylons. The Landmine Impact Survey (LIS) has been completed in many provinces and a number of international NGOs are estimating that it could take approximately 5-7 years to clear the most heavily impacted areas in Angola. This gives a clear indication that there is a need to substantially increase the current clearance assets in Angola to respond to high priority areas and to enhance the development of a capacity in the GoA that will be able to respond to medium impact and low impact clearance tasks in the future.

INAD provides mine action services that are required by government ministries implementing development projects. In addition to being an important service provider for the GoA, there is a clear differentiation between the role of INAD, which focuses on national development priorities, and the efforts of the international NGOs in addressing community priorities. This distinction in service provision helps ensure that the broad scope of needs in Angola are responded to as best as possible.

In response to a request from CNIDAH, UNDP organized a mission to Angola from 15-19 August 2005 to conduct a situation analysis of INAD and determine some possible priorities for assistance. The mission found that the main areas of possible assistance were, the capacity development of INADs headquarters, the re-energising of the Technical Demining School (ETD) and training and equipping the demining brigades to enhance their current performance.

## **1.2 Issues to be addressed**

In spite of INAD's progress a number of issues need to be addressed and these include:

### **Management:**

- Programme development.
- Enhancing planning, monitoring and evaluation systems.
- The development of simple and effective management systems.
- Developing donor liaison and resource mobilisation skills.
- Organizational development.
- Finance and administration policies and procedures including finance, human resources policies and logistics management.

### **Operations:**

- Assets renewal plan to dispose of outdated equipment and the development of a procurement plan to guide the re-equipping of the brigades.
- Training deminers to updated SOPs and National Mine Action Standards (NMAS)
- Introducing mechanical assets in a planned manner ensuring that the appropriate maintenance and support systems are in place.

### **Technical Demining School (ETD):**

- Enhancing Technical Demining School management and planning/budgeting systems.
- The need to develop a quality management mechanism that monitors the performance of the brigades.
- The review and development of the Technical Demining School curriculum.
- Improvement of the Technical Demining School facilities.

## **1.3 Assumptions, challenges and possible risks**

The implementation of the project will consider the following assumptions, challenges and possible risks:



## Assumptions

- The development of INAD is a government priority and will be appropriately supported with human resources and financial assistance by MINARS.
- The Director General of INAD will be fully involved in the implementation of the project and staff with the appropriate skills and experience will be working for INAD.
- The lessons learned from the previous experiences of the Institute will be incorporated in the project.
- The legal framework for mine action activities in the Government of Angola is understood and acknowledged by INAD, CNIDAH, CED, GRN, the Armed Forces of Angola (FAA) and other partners.

## Challenges

- To ensure that INAD is appropriately equipped and staff are trained to enable INAD to make an enhanced contribution to addressing humanitarian and development priorities.
- To develop an appropriate monitoring and evaluation plan to measure the outcomes of the project.
- Mainstreaming the work of INAD into the planning cycles of other government ministries.
- To ensure that all capacity development efforts result in sustainable outcomes.
- Decentralisation of responsibility in the structures of INAD

## Possible risks

- Lack of coordination with government partners such as CNIDAH and the FAA.
- A lack of political willingness to ensure that GoA funds are available to equip INAD.
- Lack of will from government ministries that are involved, or plan to be involved, in mine action to support INAD.
- There may be insufficient donor support to fully equip INAD demining brigades and support the other activities of the project.

## 1.4 Beneficiaries

The project has two main target groups: 1) the direct beneficiaries which include INAD, CNIDAH, MINARS and other government partners that will utilize the services of INAD and 2) the indirect beneficiaries which will include mine affected communities and those who benefit from infrastructure related projects that are able to be implemented as a result of INAD's mine clearance efforts.

## Part II. Strategy

Angola's Poverty Reduction Strategy paper (PRSP) which covers the period from 2004-2006 emphasizes the need to guarantee basic physical security through demining, disarmament and the upholding of law and order throughout the country. Moreover mine action is reflected as a cross cutting issue in the current UNDAF for Angola (2005-2008). In outcome one of the UNDAF which focuses on results in economic development, democratic governance and

decentralization, it is emphasized that there needs to be support to the national plan for disarmament and mine action to secure a physically safer environment for development. The outcome of the project will be consolidated access and security to assist development efforts in Angola and this project will have a number of activities contributing to three main outputs:

### **1. Increased INAD management and technical capacity at headquarters level.**

Activities:

- 1.1 Development of two effective departments that are responsible for finance, human resources, logistics and transportation management.
- 1.2 Implementation of a training, coaching and mentoring plan at INAD HQ.
- 1.3 Review and enhance operational planning and monitoring and evaluation systems to ensure they are functioning in an effective and decentralized manner.
- 1.4 Enhanced resource mobilization capacity.

### **2. A dynamic and well supported Technical Demining School (ETD) that has enhanced management systems and an updated curriculum based on international and national mine action standards.**

Activities:

- 2.1 Technical Demining School management and planning/budgeting systems enhanced.
- 2.2 The review and update of the current curriculum and training courses.
- 2.3 Review and update the Standard Operating Procedures (SOPs) that are used by demining brigades to ensure they conform with the national mine action standards (NMAS).
- 2.4 Develop a plan and renovate the facilities available at the Technical Demining School.
- 2.5 Mobile quality management teams, trained, equipped and deployed.
- 2.6 The conduct of a study to determine which mechanical clearance assets have been successful in Angola and to then make recommendations on the mechanical clearance assets that would be most appropriate for INAD and what support structures will be required to successfully deploy mechanical assets.

### **3. Seven of 15<sup>1</sup> INAD demining brigades trained and equipped and responding to development needs in Angola in a safe and effective way.**

Activities:

- 3.1 INAD brigades retrained, re-equipped and working to the NMAS.

UNDP will meet the current and long-term capacity development needs from a multi-dimensional perspective, which will include:

- Conducting a comprehensive capacity needs assessment in the HQ, the Technical Demining School, the provincial HQs and in the demining brigades to assist with the development of a capacity development plan for INAD.

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<sup>1</sup> After the technical assessment on INAD that had defined the scope of this project, in 2006 INAD newly formed eight Demining Brigades, in addition to the original seven Brigades.



- Refining the INAD management structure to ensure effectiveness, growth and sustainability.
- Improving the technical and management competency of INAD, its provincial offices and the Technical Demining School at both senior and middle management levels through capacity development services provided by the project team and senior and middle management mine action training provided by the UNDP Mine Action Team. Moreover efforts will be made to utilize the UNDP Mine Action Exchange programme (MAX) to promote the exchange of knowledge and experiences between the INAD programme and other similar mine action organizations assisted by UNDP.
- Providing project equipment which will remain the property of UNDP during the project time frame. When the project is completed, an agreement will be developed with INAD/MINARS to clarify the transfer to the national counterpart of the project equipment that were procured with funds made available by UNDP and donors, as provided for in the Project Budget.
- Assisting INAD to develop long term partnership and resource mobilization strategies.

Although this is a three year project, many of the capacity development needs of INAD are expected to be met in the first two-year period. The project will be evaluated after the first 18 months. Depending on the findings of the evaluation, the number of international technical advisors will be reduced from six advisors to four full time advisors – a Chief Technical Advisor (CTA) in INAD, a Quality Management Advisor and two Field Technical Advisors to complete the training of the demining brigades. The presence of a full time Chief Technical Advisor and the other advisors for a third year will ensure smooth headquarters and operational performance after the departure of the remaining international technical advisors, and will also assist INAD with its resource mobilization efforts.

The National Intersectoral Commission for Humanitarian Demining and Assistance (CNIDAH) is the policy level body for mine action in Angola. The project will ensure that CNIDAH and CED are supported with all required information and feedback on a regular and timely basis. Moreover every effort will be made to implement the project effectively and to ensure transparency whilst ensuring that all donors receive regular updates and briefings about the projects progress and achievements.

### **Part III. Management Arrangements**

The project will be directly executed by the UNDP Country Office according to UNDP policies and procedures for Direct Execution (DEX) projects. In the meantime INAD will be technically, managerially, administratively and financially capacitated to undertake the full execution of the project and this will be determined by a capacity assessment. If the capacity assessment indicates that INAD is ready to implement the project the project modality could be converted to national execution (NEX). UNDP will be responsible for *i)* recruitment and administration of the project's technical assistance personnel (international and national); and *ii)* the purchase and delivery of all externally procured project equipment and materials.

The implementation of the project will be based on the following mechanisms:

### 3.1 Project Steering Committee (PSC)

A Project Steering Committee (PSC) will be formed and shall be responsible for the policy guidance of the project and it should comprise representatives of the following institutions: MINARS(Chair), Planning, CNIDAH, CED, FAA, Finance, Agriculture and Rural Development, Public Construction, Water, Energy, and Transport, Governors of selected provinces, UNDP, and the representatives of any donor financing the project. The major role of the PSC is to determine policy-relevant lessons in the project and then to take them into consideration for future experience. It is especially important to ensure that the Ministry of Finance is involved in discussions of project strategy and lessons; as this is a key priority for sustainability.

The PSC will meet at least twice a year to review the progress of the project and provide policy level oversight for its implementation and/or revision. It is also responsible for commissioning a final independent project evaluation at the end of the project's third year.

The Director General of INAD, who is appointed by the Minister of MINARS, will support the project and serve as a focal point to ensure effective communication between the partners and monitor the progress towards the expected results.

The Chief Technical Advisor (CTA) will be responsible for a **number of** tasks including:

- a) Preparing work plans, budgets, quarterly and annual reports of project implementation, coordinating and guiding the implementation of the project;
- b) Conducting a comprehensive capacity assessment and establishing a capacity development plan for INAD HQ, the Technical Demining School, provincial headquarters and demining brigades;
- c) Organising and overseeing the Project Steering Committee meetings;
- d) Ensuring the supervision and follow up of the technical work, global coherence of the activities, and the handling of information among the parties;
- e) Ensuring the financial management and control of the resources allocated to the project;
- f) Monitoring and evaluation of the projects activities.

A project team, as listed below, will assist INAD to implement the activities of the project. INAD will provide the team with offices at the HQ, the Technical Demining School and provincial headquarters.

### 3.2 Project Team

The team will be responsible for managing inputs, delivering outputs and reporting on progress and results achieved. The project team will work with INAD staff as agreed with the Director General and each advisor will be responsible for training, mentoring and coaching a small group of INAD staff members who are working at senior management and middle management level. Reporting arrangements will be developed and clarified in the ToRs for the members of the project team to ensure that they are seamlessly integrated into the INAD structure. The project team will comprise the following functions:

<u>Role</u>	<u>Grade</u>	<u>Location</u>
1- Chief Technical Advisor	(A4)	INAD HQ
2- Finance and Administration Advisor	(A3)	INAD HQ
3- Training Advisor	(A3)	INAD ETD
4- Quality Management Advisor	(A3)	INAD ETD
5- Field Technical Advisor X 2	(A3)	Field
6- Programme Officer	(A2)	UNDP Country Office
7- Programme Assistant	(SSA)	UNDP Country Office
8- Secretary/Translator	(SSA)	INAD HQ

The CTA will be responsible for managing all project activities and the achievement of the projects end results and outputs. The CTA will report in a matrixed arrangement to the Director General of INAD for technical issues and to the Assistant Country Director of UNDP for general project management issues. The Finance and Administration Advisor will report to the Director General of INAD and the CTA on technical issues and project management issues. A secretary/translator will be recruited to provide administration and translation support to the CTA and other members of the team.

The Training Advisor and Quality Management Advisor will report to the Director General of INAD and the CTA, through the Director of the Technical Demining School, on technical and training issues and project management issues. The Advisors will be responsible for ensuring that the Director General is briefed on all developments in the Technical Demining School. The Quality Management Advisor and the INAD Quality Management Team will be responsible for enhancing the quality of all demining work conducted by the brigades. It is important to emphasise that this work will be internal quality assurance and that it will need to complement the external quality assurance efforts of CNIDAH. The Quality Management Advisor and the INAD Quality Management Team will be primarily responsible for reviewing the work of the brigades, aligning the work of the deminers with the INAD SOPs and identifying areas of potential improvement. The advisor will need to have the required authority on minefields, for example he will need to be able to temporarily suspend demining if he encounters deminers conducting demining operations in a way that does not conform with SOPs or the NMAS. Anything more than a temporary suspension would need to be discussed with the Brigade Leader and this would then need to be approved by the Director General of INAD. The role of the Quality Management Advisor, the INAD Quality Management Team and the INAD supervisors and team leaders will need to be clarified in their ToRs.

The Field Technical Advisors will report to the Brigade Leaders of INAD on technical issues and to the CTA on general project management issues. The Field Technical Advisors will work closely with the INAD supervisors and team leaders and will be ultimately responsible for all safety issues associated with the work of the demining brigades in close consultations with supervisors and team leaders.

The CTA will work closely with the Director General of INAD to manage the projects activities and provide the necessary advice to ensure the successful implementation of the project activities and the desired capacity development outputs of the project that will enhance the existing capacity in INAD.

The Programme Officer and Programme Assistant will work in the UNDP Country Office and will be responsible for providing support to the Assistant Country Director of UNDP and

the CTA to ensure that the project is managed in accordance with UNDP's policies and procedures. In particular they will be responsible for meeting the administration needs of the project team, donor liaison and reporting and general project management issues.

### **3.3 Government of Angola**

The Government of Angola will be contributing partly to meet the costs of equipments and supplies, as well as fuel and lubricants, vehicle repairs and maintenance, provisions, communications and other office running costs.

### **3.4 Sub-contracting agencies**

UNDP and INAD may agree to contract local qualified institutions to carry out specific activities of the project, for example to develop manuals of procedures for finance and administration. UNDP and INAD shall work together to identify needs for such services and assess the technical capacity of such entities and decide on their selection. In addition the project may be required to conduct substantial procurement activities to re-equip INAD and the UN Office for Project Services (UNOPS) is well placed to partner with UNDP and INAD to provide this assistance.

### **3.5 Coordination Arrangements**

In response to INAD's initiative, the UNDP Country Office and the project team will provide support to INAD to build strategic partnerships and ensure the effective participation of all partners to achieve the desired results of the project.

## **Part IV. Monitoring and Evaluation**

The project will utilize UNDP's monitoring and evaluation guidelines. Monitoring and evaluation will focus on outputs and their contribution (together with partnership efforts) toward the intended outcome of the project. The CTA will develop a monitoring and evaluation plan to enable the specific outputs and outcomes of the project to be measured. The plan will include outcome based strategies for monitoring and evaluation and explain the general approach that UNDP and INAD wish to use for monitoring and evaluating the outcomes of this project. The information gathered during the monitoring of the project will provide the basis for making decisions and taking action. An appropriate mix of monitoring tools will be used including:

### **4.1 Reporting**

The Director General and the CTA will prepare and submit an Annual Project Report (APR) to the Minister of MINARS and the Country Director of UNDP, in accordance with the APR format. Reporting will also include the preparation of annual and quarter work plans for the project to be reviewed and approved by the UNDP Country Office and MINARS. The Director General and the CTA shall also provide the Minister of MINARS and Country Director of UNDP with quarterly progress reports to assess progress with work planned for the quarter, highlighting progress achieved, problems encountered and solutions found. Additional reports may be requested, if necessary, during the project by UNDP or the Project Steering Committee.

## **4.2 Field Visits**

The project will be subject to regular and periodic field visits by the UNDP Country Office and MINARS (Advisor to MINARS Minister) to verify results and recommend action. At least four field visits will be conducted annually, at least one each quarter.

## **4.3 Evaluation**

The project includes a number of reviews and evaluation studies that will be designed to assist the achievement of the project's objectives and capture lessons learned from the project. These will include:

1. A capacity needs assessment to determine the current capacity of INAD and to assist with the preparation of a capacity development plan for INAD. This assessment will be managed by the CTA who will prepare a Terms of Reference and administer the process. The capacity needs assessment will be developed when the CTA is mobilized and a report will be developed in close consultation with INAD and the UNDP Country Office.
2. A mid-term review will take place at the end of 18 months of the project to determine the progress that the project has made, to identify challenges and constraints and to determine whether there is a need to review and refine the existing project plans. This mid-term review will be managed by the CTA who will prepare a Terms of Reference and administer the process. A report will be developed in close consultation with INAD and the UNDP Country Office.
3. A final independent project evaluation will take place at the end of the third year of this project to determine if the project met its objectives satisfactorily, determine if there is a need for any follow up activities and to capture lessons learned. The final independent project evaluation will be managed by the UNDP Country Office that will prepare a Terms of Reference and administer the process. A report will be developed in close consultation with INAD and the UNDP Country Office.

## **Part V. Legal Context**

This project shall be the instrument referred to as such in article 1 of the Standard Basic Assistance Agreement between the Government of Angola and the United Nations Development Programme, signed by the parties on 18 February 1977. The host-country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government co-operating agency described in that Agreement.

The following types of revisions may be made to this Project Document by the UNDP Country Director, provided that s/he is assured that the other parties involved in the project have no objection to the proposed changes:

- a. Revision in or addition of any of the annexure.
- b. Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the Project, but are caused by the

rearrangements of inputs already agreed to or by cost increases due to inflation.

- c. Mandatory annual revisions, which re-phase the delivery of, agreed project inputs, or reflect increased expert or other costs due to inflation, or take into account agency expenditure flexibility. Substantive revisions, which modify the project objectives or the allocation of the total project budget among principal components, may only be made by the signature of both parties (UNDP and MINPLAN, with CNIDAH and INAD advice).



## Section II - Results and Resources Framework

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b> Consolidated security and access for development efforts.</p> <p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets.</b></p> <p>6.1. Support to the formulation of a multi-year National Mine Action Programme.</p> <p>6.2. Strengthened national capacity to manage, coordinate and prioritise all aspects of mine action (victim assistance, MRE, mine-clearance) at central and provincial levels, and implement national obligations under the Ottawa Convention.</p> <p>6.4 Increased awareness, amongst the public, police forces and judiciary authorities on issues, rights and legislation related to small arms, light weapons, and mines.</p> <p>6.8 Increased integration of environmental protection and conservation and tourism development with mine-action, disarmament, and disaster preparedness initiatives.</p> <p><b>Applicable MYFF Service Line: Crisis Prevention and Recovery: 4.4 Mine Action</b></p> <p><b>Partnership Strategy:</b></p> <p><b>Project title and ID (ATLAS Award ID): Capacity Development of the National Institute for Demining (INAD)</b> <b>This is a three year project that will commence in 2006.</b></p>				
Intended Outputs	Output Targets	Indicative Activities	Responsible parties	Inputs <sup>2</sup>
<p><b>1. INAD Headquarters</b></p> <p>1.1 Development of two effective departments that are responsible for finance, human resources, logistics and transportation management.</p>	<p>Department fully staffed and new systems and manual of procedures developed. (18 months)</p>	<p>1. Capacity needs assessment by CTA of INAD to review staffing, systems and materials.</p> <p>2. Develop plan (including budget) to strengthen two departments.</p>	<p>INAD Deputy Director General for Administration</p> <p>UNDP Finance &amp; Administration Advisor</p>	<p>71100, 71200, 71300, 71400, 63400, 72200, 72500, 75100</p>

<sup>2</sup> **Inputs:** 63400 Learning costs, 71100 Activity of Limited Duration (ALD) employee costs, 71200 International consultants, 71300 Local consultants, 71400 Contractual services - individual, 71600 Travels, 72200 Equipment and furniture, 72400 Acquisition of communication equipment, 72500 Supplies, 75100 Facilities and administrations.

<p>i.2 implementation of training, coaching and mentoring plan.</p>	<p>All activities completed: (24 months)</p> <p>Staff development plan and coaching and mentoring groups established. (18 months)</p> <p>All activities completed: (36 months)</p>	<p>3. Development of new systems and manual. 4. Recruitment and procurement. 5. Implement and monitor new systems.</p> <p>1. TNA (Training Needs Assessment) of all INAD senior and middle management. 2. Elaborate staff development plan. 3. Identify vacancies for mine action middle and senior management training. 4. Establish coaching and mentoring groups. 5. Implement training, coaching and mentoring. 6. Monitoring and annual review of progress linked with performance management system.</p>	<p>INAD Director General</p> <p>UNDP CTA to INAD</p>	<p>71100, 71200, 71300, 71400, 71600, 63400, 72200, 72500, 75100</p>
<p>1.3 Operational planning and monitoring and evaluation systems reviewed, enhanced and functioning in a decentralized manner.</p>	<p>New planning systems created and staff trained. (20 months)</p>	<p>1. Review current planning and operations framework. 2. Development of new planning and operations framework.</p>	<p>INAD Deputy Director General for Technical area</p> <p>UNDP CTA to INAD</p>	<p>71100, 71200, 71300, 71400, 63400, 72200, 72500, 75100</p>

<p>1.4 Resource mobilisation capacity enhanced in INAD.</p>	<p>All activities completed: (36 months)</p> <p>Donor profiles developed. (6 months)</p> <p>All activities completed: (36 months)</p>	<p>3. Train staff in new procedures and operational support in demining brigades.</p> <p>1. Development of donor profiles.</p> <p>2. Development of projects for funding.</p> <p>3. Meetings and presentations to donors.</p>	<p>INAD Director General</p> <p>UNDP CTA to INAD</p>	<p>71100, 71200, 71300, 71400, 71600, 63400, 72200, 72500, 75100</p>
<p><b>2. Technical Demining School</b></p> <p>2.1 Technical Demining School management and planning/ budgeting systems enhanced.</p> <p>2.2 Updated course curriculum.</p>	<p>New management systems and training manuals developed. (18 months)</p> <p>All activities completed: (21 months)</p> <p>Curriculum updated and trainers trained. (12 months)</p> <p>All activities completed: (36 months)</p>	<p>1. Review by project team of management and planning/budgeting systems.</p> <p>2. Development of new systems.</p> <p>3. Development of manuals.</p> <p>1. Project team review existing curriculum.</p> <p>2. Update existing curriculum and produce training manual.</p> <p>3. Train trainers in new curriculum.</p>	<p>INAD Technical Demining School Director</p> <p>UNDP Training Advisor</p> <p>INAD Technical Demining School Director</p> <p>UNDP Training Advisor</p>	<p>71100, 71200, 71300, 71400, 63400, 72200, 72500, 75100</p> <p>71100, 71200, 71300, 71400, 71600, 63400, 72200, 72500, 75100</p>

<p>2.3 Updated Standard Operating Procedures (SOPs) for demining brigades.</p>	<p>Staff trained in new SOPs and SOPs implemented. (12 months)</p> <p>All activities completed: (36 months)</p>	<p>4. Undertake regular review process.</p> <ol style="list-style-type: none"> <li>1. Review SOPs.</li> <li>2. Update and finalize SOPs.</li> <li>3. Train all demining staff in new SOPs.</li> <li>4. Implement new procedures.</li> </ol>	<p>INAD Technical Demining School Director</p> <p>UNDP Training Advisor</p>	<p>71100, 71200, 71300, 71400, 71600, 63400, 72200, 72500, 75100</p>
<p>2.4 Technical Demining School facilities renovated.</p>	<p>Plans developed for renovating Technical Demining School. (6 months)</p> <p>All activities completed: (24 months)</p>	<ol style="list-style-type: none"> <li>1. Analyse need for Technical Demining School services.</li> <li>2. Develop plan and budget to renovate Technical Demining School.</li> <li>3. Mobilise resources, identify contractors, and complete construction.</li> </ol>	<p>INAD Technical Demining School Director</p> <p>UNDP Training Advisor</p>	<p>71100, 71200, 71300, 71400, 71600, 63400, 72200, 72500, 75100</p>
<p>2.5 Mobile quality management teams, trained, equipped and deployed.</p>	<p>Quality management teams trained, equipped and deployed. (12 months)</p> <p>All activities completed: (36 months)</p>	<ol style="list-style-type: none"> <li>1. Review current activities of mobile quality management teams.</li> <li>2. Clarify role and develop new quality management and planning systems for teams.</li> <li>3. Train teams in new systems.</li> </ol>	<p>Chief of Support Office for Director General INAD</p> <p>UNDP Quality Management Advisor</p>	<p>71100, 71200, 71300, 71400, 71600, 63400, 72200, 72400, 72500, 75100</p>

<p>2.6 Study to determine the most appropriate use of mechanical assets in the programme.</p>	<p>Study completed. (12 months)</p>	<p>4. Deploy teams to assist with quality management of brigades. 5. Review progress systematically and conduct refresher training for teams as required.</p>	<p>INAD Director General UNDP CTA to INAD</p>	<p>71100, 71200, 71300, 71400, 71600, 63400, 72200, 72400, 72500, 75100</p>
<p><b>3. INAD Demining Brigades</b> 3.1 INAD brigades retrained, re-equipped and working to NMAS.</p>	<p>Seven of 15<sup>3</sup> INAD brigades trained, equipped and deployed. (36 months) All activities completed: (36 months)</p>	<p>1. Develop procurement plan. 2. Procure equipment. 3. Train deminers in use of new equipment. 4. Place International Advisor with each brigade (in rotation). 5. Deploy teams according to priorities.</p>	<p>UNDP CTA to INAD UNDP Finance &amp; Administration Advisor INAD Director General INAD Provincial Department Chief UNDP Field Technical Advisors</p>	<p>71100, 71200, 71300, 71400, 71600, 63400, 72200, 72400, 72500, 75100</p>

<sup>3</sup> After the technical assessment on INAD that had defined the scope of this project, in 2006 INAD newly formed eight Demining Brigades, in addition to the original seven Brigades.

**Annexes:**

Annex 1: Total work plan and Budget 2006 - 2009

Annex 2: INAD Support Project Budget

Annex 3: ToR for CTA

Annex 4: ToR for Training Advisor



**Annex 1: TOTAL WORK PLAN AND BUDGET 2006-2009**

Expected Results & Monitoring Activities	Key Activities	YEAR			Responsible Partner	Source of Funds	Budget Description	Amount
		1	2	3				
<b>1. Increased INAD management and technical capacity at Headquarters level.</b>								
<b>1.1 Development of two effective departments that are responsible for finance, human resources, logistics and transportation management.</b>  Monitoring activity: Review functioning of department and use of systems.	1. Capacity needs assessment by CTA of INAD to review staffing, systems and materials.	■			UNDP			
	2. Develop plan (including budget) to strengthen two departments.	■			INAD/UNDP			
	3. Development of new systems and manual.	■			UNDP			
	4. Recruitment and procurement.	■			INAD/UNDP	Human resources	1,387,600	
	5. Implement and monitor new systems.	■			INAD/UNDP			
<b>1.2 Implementation of training, coaching and mentoring plan.</b>  Monitoring activity: Review the implementation of the training, coaching and mentoring plan.	1. TNA (Training Needs Assessment) of all INAD senior and middle management.	■			UNDP			
	2. Elaborate staff development plan.	■			UNDP			26,400
	3. Identify vacancies for mine action middle and senior management training.	■			INAD/UNDP			
	4. Establish coaching and mentoring groups.	■			UNDP	GoA, UNDP and international donors		
	5. Implement training, coaching and mentoring.	■			UNDP			244,739
	6. Monitoring and annual review of progress linked with performance management system.	■			INAD			
<b>1.3 Operational planning and monitoring and evaluation systems reviewed, enhanced and functioning in a decentralized manner.</b>  Monitoring activity: Review the functioning of the operational planning, budgeting, monitoring and evaluation systems.	1. Review current planning and operations framework.	■			UNDP			
	2. Development of new planning and operations framework.	■			INAD/UNDP	Local Office/Project costs	316,584	
	3. Train staff in new procedures and operational support in demining brigades.	■			UNDP			
<b>1.4 Resource mobilisation capacity enhanced in INAD.</b>  Monitoring activity: What proposals have been developed, what resources have been mobilised and what pledges have been made.	1. Development of donor profiles.	■			UNDP			
	2. Development of projects for funding.	■			INAD/UNDP	Other costs/services	222,950	
	3. Meetings and presentations to donors.	■			INAD			
<b>Total for component 1</b>							<b>2,196,273</b>	

Expected Results & Monitoring Activities	Key Activities	YEAR			Responsible Partner	Source of Funds	Budget Description	Amount
		1	2	3				
<b>2. A dynamic and well supported Technical Demining School (ETD) that has renovated premises, enhanced management systems and an updated curriculum based on IMAS/NIMAS.</b>								
<b>2.1 Technical Demining School management and planning/budgeting systems enhanced.</b> Monitoring activity: Review of management/planning and budgeting systems.	1. Review by project team of management and planning/budgeting systems.	■	■	■	UNDP			
	2. Development of new systems.	■	■	■	UNDP			
	3. Development of manuals.	■	■	■	UNDP			
	1. Project team review existing curriculum.	■	■	■	UNDP			832,560
<b>2.2 Updated course curriculum.</b> Monitoring activity: Review the development of the curriculum.	2. Update existing curriculum and produce training manual.	■	■	■	UNDP			
	3. Train trainers in new curriculum.	■	■	■	UNDP			
	4. Undertake regular review process.	■	■	■	UNDP			
	1. Review SOPs.	■	■	■	UNDP			88,000
<b>2.3 Updated Standard Operating Procedures (SOPs) for demining brigades.</b> Monitoring activity: Review the development and implementation of new SOPs	2. Update and finalize SOPs.	■	■	■	INAD/UNDP			
	3. Train all demining staff in new SOPs.	■	■	■	INAD			978,956
	4. Implement new procedures.	■	■	■	INAD			
	1. Analyse need for Technical Demining School services.	■	■	■	UNDP	GoA, UNDP and international donors		
<b>2.4 Technical Demining School facilities renovated.</b> Monitoring activity: Review of plans and budgets, meetings with donors and contractors, monthly and quarterly reports	2. Develop plan and budget to renovate Technical Demining School.	■	■	■	INAD/UNDP			
	3. Mobilise resources, identify contractors, and complete construction.	■	■	■	INAD			474,876
	1. Review current activities of mobile quality management teams.	■	■	■	UNDP			
<b>2.5 Mobile quality management teams, trained, equipped and deployed.</b> Monitoring activity: Review the training and deployment of the Quality Management Teams.	2. Clarify role and develop new quality management and planning systems for teams.	■	■	■	UNDP			
	3. Train teams in new systems.	■	■	■	INAD			
	4. Deploy teams to assist with quality management of brigades.	■	■	■	INAD			
	5. Review progress systematically and conduct refresher training for teams as required.	■	■	■	INAD			
	1. Elaborate ToR.	■	■	■	UNDP			51,450
<b>2.6 Study to determine the most appropriate use of mechanical assets in the programme.</b> Monitoring activity: Review the progress of the study.	2. Recruit consultants.	■	■	■	UNDP			
	3. Conduct and complete study.	■	■	■	UNDP			
<b>Total for component 2</b>								<b>7,425,842</b>

Expected Results & Monitoring Activities	Key Activities	YEAR			Responsible Partner	Source of Funds	Budget Description	Amount
		1	2	3				
<p>3. Seven of 15 INAD demining brigades trained and equipped and responding to development needs in Angola in a safe and effective way.</p> <p><b>3.1 INAD brigades retrained, re-equipped and working to NMAS.</b> Monitoring activity: Review procurement activities and clearance activities.</p> <p>1. Develop procurement plan.</p> <p>2. Procure equipment.</p> <p>3. Train deminers in use of new equipment.</p> <p>4. Place International Advisor with each brigade.</p> <p>5. Deploy teams according to priorities.</p>								
			■		UNDP	Human Resources	555,040	
			■	■	UNDP	Travel	61,600	
			■	■	INAD	Equipment and supplies	3,671,085	
			■	■	UNDP	Local Office and Project Costs	2,374,380	
			■	■	INAD	Other costs/services	68,600	
<b>Total for component 3</b>							<b>6,730,705</b>	
<b>Sub Total</b>							<b>11,354,820</b>	
<b>Administrative costs</b>							<b>794,837</b>	
<b>Grand Total</b>							<b>12,149,657</b>	

N.B Year one, two and three in the work plan refers to 12 month periods rather than calendar years.

## Annex 2: INAD Support Project Budget 2006-2009

Expenditure	Unit	monthly units	total # of units	Unit cost (in USD)	Total		Year 1		Expected source of Total	
					Costs (in USD)	Costs (in USD)	Costs (in USD)	GoA	Others	
<b>1. Human Resources</b>										
<b>1.1 Salaries (gross amounts, local UN contracts)</b>										
1.1.1 Programme Assistant	Person months	1	36	2,500	90,000	30,000	90,000			90,000
1.1.2 Secretary/Translator	Person months	1	36	2,500	90,000	30,000	90,000			90,000
<b>1.2 Salaries (gross amounts, expat/int. UN staff)</b>										
1.2.1 Chief Technical Advisor (CTA)	Person months	1	36	15,000	540,000	180,000	540,000			540,000
1.2.2 Finance/Administration Advisor	Person months	1	24	10,200	244,800	122,400	244,800			244,800
1.2.3 Training Advisor	Person months	1	24	10,200	244,800	122,400	244,800			244,800
1.2.4 Quality Management Advisor	Person months	1	36	10,200	367,200	122,400	367,200			367,200
1.2.5 Field Technical Advisor (x2)	Person months	2	36	10,200	734,400	244,800	734,400			734,400
1.2.6 Programme Officer	Person months	1	36	8,000	288,000	96,000	288,000			288,000
<b>1.3 Travel per diems (International and national)</b>										
1.3.1 International (UNDP and INAD senior staff)	Per diem		56	250	14,000	4,667	14,000			14,000
1.3.2 National (UNDP and INAD Technical staff)	Per diem		1,080	150	162,000	54,000	162,000			162,000
<b>Subtotal Human Resources</b>					<b>2,775,200</b>	<b>1,006,667</b>	<b>2,775,200</b>			<b>2,775,200</b>
<b>2. Travel</b>										
2.1 International travel (economy)	Per flight		8	4,000	32,000	10,667	32,000			32,000
2.2 Local travel (air)	Per flight		480	300	144,000	48,000	144,000			144,000
<b>Subtotal Travel</b>					<b>176,000</b>	<b>58,667</b>	<b>176,000</b>			<b>176,000</b>

Expenses	Unit	monthly units	total # of units	Unit cost (in USD)	Total		Year 1		Expected source of Total	
					Costs (in USD)	Unit cost (in USD)	Costs (in USD)	Unit cost (in USD)	GoA	Others
<b>3. Equipment and supplies</b>										
<b>3.1 INAD Headquarters Team</b>										
3.1.1 Laptop computer and UPS	Capital		8	2,000		16,000		16,000	6,000	10,000
3.1.2 Desktop computer and UPS	Capital		24	1,500		36,000		36,000	36,000	
3.1.3 Flash Drive	Capital		50	50		2,500		2,500	1,700	800
3.1.4 CD Writer	Capital		5	50		250		250	250	
3.1.5 Fax machine	Capital		5	700		3,500		3,500	3,500	
3.1.6 Server	Capital		1	1,500		1,500		1,500	1,500	
3.1.7 Scanner	Capital		1	2,000		2,000		2,000		2,000
3.1.8 Network printer	Capital		1	3,000		3,000		3,000		3,000
3.1.9 Photocopier	Capital		1	10,000		10,000		10,000		10,000
3.1.10 Powerpoint projector	Capital		1	1,500		1,500		1,500		1,500
3.1.11 Office Furniture (Chairs, tables)	Capital		6	2,000		12,000		12,000		12,000
3.1.12 Toyota Hi Luxe Double Cabin (6 seater)	Capital		4	30,000		120,000		120,000	60,000	60,000
3.1.13 Office renovations	Capital		1	5,000		5,000		5,000	5,000	
3.1.14 Ballistic blanket for vehicle	Capital		2	8,000		16,000		16,000		16,000
<b>Sub total</b>						<b>229,250</b>		<b>229,250</b>	<b>113,950</b>	<b>115,300</b>
<b>3.2 INAD Technical Demining School Team</b>										
3.2.1 Laptop computer and UPS	Capital		4	2,000		8,000		8,000	6,000	2,000
3.2.2 Desktop computer	Capital		10	1,500		15,000		15,000	15,000	
3.2.3 Network printer	Capital		1	3,000		3,000		3,000		3,000
3.2.4 Photocopier	Capital		4	10,000		40,000		40,000	30,000	10,000
3.2.5 Powerpoint projector	Capital		2	1,500		3,000		3,000		3,000
3.2.6 Office Furniture (chairs, tables, desks, AC)	Capital		6	2,000		12,000		12,000	8,000	4,000
3.2.7 Toyota Hi Luxe double cabin (6 seater)	Capital		6	30,000		180,000		180,000	150,000	30,000
3.2.8 Metal Detectors	Capital		40	3,000		120,000		120,000	120,000	
3.2.9 Deminer personal protection (incl visors)	Capital		40	700		28,000		28,000	28,000	
3.2.10 Exploder	Capital		2	600		1,200		1,200	1,200	
3.2.11 Energy Meter	Capital		1	1,200		1,200		1,200	1,200	
3.2.12 Digital blasting ohmmeter	Capital		1	350		350		350	350	
3.2.13 Codan HF Radio Base Station	Capital		1	4,200		4,200		4,200		4,200
3.2.14 Codan HF Radio Mobile	Capital		1	4,600		4,600		4,600		4,600
3.2.15 Garmin V GPS	Capital		3	800		2,400		2,400	1,600	800
3.2.16 Digital Camera	Capital		2	600		1,200		1,200	600	600
3.2.17 Deminer equipment	Capital		40	300		12,000		12,000	12,000	
3.2.18 Medical equipment	Capital		6	2,000		12,000		12,000	10,000	2,000
3.2.19 Training Aids	Capital		1	20,000		20,000		20,000	20,000	
3.2.20 Office renovations at training school	Capital		1	10,000		10,000		10,000	10,000	
3.2.21 Mattresses/beds	Capital		200	200		40,000		40,000	40,000	
3.2.22 Ballistic blanket for vehicle	Capital		1	8,000		8,000		8,000		8,000
<b>Sub total</b>						<b>526,150</b>		<b>526,150</b>	<b>453,950</b>	<b>72,200</b>



Expenses	Unit	monthly units	total # of units	Unit cost (in USD)	Total		Year 1		Expected source of Total	
					Costs (in USD)	Costs (in USD)	Costs (in USD)	GoA	Others	
<b>3.3 Quality Management Team</b>										
3.3.1 Laptop Computer and UPS	Capital		1	2,000		2,000		2,000		2,000
3.3.2 Desktop computer and UPS	Capital		2	1,500		3,000		3,000	3,000	
3.3.3 Printer	Capital		1	1,000		1,000		1,000		1,000
3.3.4 Office Furniture (Chairs, tables)	Capital		1	2,000		2,000		2,000		2,000
3.3.5 Toyota Hi Luxe double cabin (6 seater)	Capital		1	30,000		30,000		30,000		30,000
3.3.6 Metal Detectors	Capital		5	3,000		15,000		15,000	15,000	
3.3.7 Deminer personal protection (incl visors)	Capital		5	700		3,500		3,500	3,500	
3.3.8 Codan HF Radio Mobile	Capital		1	4,600		4,600		4,600		4,600
3.3.9 Motorola Hand held Radio	Capital		2	300		600		600		600
3.3.10 Garmin V GPS	Capital		2	800		1,600		1,600		1,600
3.3.11 Compass	Capital		3	40		120		120		120
3.3.12 Digital Camera	Capital		1	600		600		600		600
3.3.13 Deminer equipment	Capital		1	300		300		300	300	
3.3.14 Team equipment (tents, generator, kitchen utensils etc)	Capital		1	5,000		5,000		5,000		5,000
3.3.15 Medical Equipment	Capital		1	2,000		2,000		2,000		2,000
3.3.16 Ballistic blanket for vehicle	Capital		1	8,000		8,000		8,000		8,000
<b>Sub total</b>						<b>79,320</b>		<b>79,320</b>	<b>21,800</b>	<b>57,520</b>



Expenses	Unit	monthly units	total # of units	Unit cost (in USD)	Costs (in USD)	Year 1			Expected source of Total
						Costs (in USD)	Costs (in USD)	GoA	
3.4 Demining Brigades									
3.4.1 Desk top computers and UPS	Capital		7	1,500	10,500		10,500	10,500	
3.4.2 Network Printer	Capital		7	3,000	21,000		21,000	21,000	
3.4.3 Photocopier	Capital		7	10,000	70,000		70,000	70,000	
3.4.4 Fax machine	Capital		7	700	4,900		4,900	4,900	
3.4.5 Trucks (DAF)	Capital		7	100,000	700,000		700,000	700,000	
3.4.6 Toyota Hi Luxe double cabin (6 seater)	Capital		28	30,000	840,000		840,000	780,000	60,000
3.4.7 Ambulance	Capital		7	35,000	245,000		245,000	245,000	
3.4.8 Motorcycles	Capital		14	2,000	28,000		28,000	28,000	
3.4.9 Metal Detectors	Capital		280	3,000	840,000		840,000	840,000	
3.4.10 Deminer personal protection vests (incl visors)	Capital		280	700	196,000		196,000	196,000	
3.4.11 Explosive	Capital		14	600	8,400		8,400	8,400	
3.4.12 Energy Meter	Capital		14	1,200	16,800		16,800	16,800	
3.4.13 Digital Blasting Ohmmeter	Capital		14	350	4,900		4,900	4,900	
3.4.14 Deminers uniforms and boots	Capital		1,680	100	168,000		168,000	168,000	
3.4.15 Codan HF Radion Base Station	Capital		7	4,200	29,400		29,400	29,400	
3.4.16 Codan HF Radio Mobile	Capital		28	4,600	128,800		128,800	119,600	9,200
3.4.17 Motorola Hand Held Radio	Capital		16	300	4,800		4,800	4,200	600
3.4.18 Garmin V GPS	Capital		16	800	12,800		12,800	11,200	1,600
3.4.19 Digital Camera	Capital		9	600	5,400		5,400	4,200	1,200
3.4.20 Compass	Capital		14	40	560		560	560	
3.4.21 Binoculars	Capital		7	100	700		700	700	
3.4.22 Deminer equipment	Capital		7	300	2,100		2,100	2,100	
3.4.23 Team equipment (tents, generator, kitchen utensils etc)	Capital		14	5,000	70,000		70,000	70,000	
3.4.24 Medical Equipment	Capital		16	2,000	32,000		32,000	28,000	4,000
3.4.25 Explosives, Detonators, Detonator Cord	Capital		12	50,000	600,000		600,000	600,000	
3.4.26 Laptop computer and UPS	Capital		2	2,000	4,000		4,000		4,000
3.4.27 Ballistic blanket for vehicle	Capital		2	8,000	16,000		16,000		16,000
<b>Sub total</b>					<b>4,060,060</b>		<b>4,060,060</b>	<b>3,963,460</b>	<b>96,600</b>
<b>Subtotal Equipment and supplies</b>					<b>4,894,780</b>		<b>4,894,780</b>	<b>4,553,160</b>	<b>341,620</b>

Expenses	Unit	monthly units	total # of units	Unit cost (in USD)	Total Costs (in USD)	Year 1		Expected source of Total
						Costs (in USD)	GoA	
<b>4. Local office/project costs</b>								
<b>4.1 Headquarters</b>								
4.1.1 Fuel	Per month	1	36	400	14,400		4,800	14,400
4.1.2 Vehicle repairs and maintenance	Per month	1	36	300	10,800		3,600	10,800
4.1.3 Office stationery	Per month	1	36	750	27,000		9,000	27,000
4.1.4 Telephone/Fax/Internet	Per month	1	36	3,000	108,000		36,000	108,000
4.1.5 Other office running costs	Per month	1	36	3,000	108,000		36,000	108,000
<b>Sub total</b>					<b>268,200</b>		<b>89,400</b>	<b>180,000</b>
<b>4.2 Technical Demining School Team</b>								
4.2.1 Fuel	Per month	1	36	600	21,600		7,200	21,600
4.2.2 Vehicle repairs and maintenance	Per month	1	36	300	10,800		3,600	10,800
4.2.3 Office stationery	Per month	1	36	2,000	72,000		24,000	72,000
4.2.4 Telephone/Fax/Internet	Per month	1	36	2,500	90,000		30,000	90,000
4.2.5 Other office running costs	Per month	1	36	3,000	108,000		36,000	108,000
<b>Sub total</b>					<b>302,400</b>		<b>100,800</b>	<b>162,000</b>
<b>4.3 Quality Management Team</b>								
4.3.1 Fuel	Per month	1	36	1,200	43,200		14,400	43,200
4.3.2 Vehicle repairs and maintenance	Per month	1	36	300	10,800		3,600	10,800
4.3.3 Office stationery	Per month	1	36	500	18,000		6,000	18,000
4.3.4 Telephone/Fax/Internet	Per month	1	36	1,000	36,000		12,000	36,000
4.3.5 Other running costs	Per month	1	36	1,000	36,000		12,000	36,000
<b>Sub total</b>					<b>144,000</b>		<b>48,000</b>	<b>60,000</b>
<b>4.4 Demining Brigades</b>								
4.4.1 Fuel	Per month	16	36	1,000	576,000		192,000	504,000
4.4.2 Vehicle repairs and maintenance	Per month	23	36	1,180	977,040		325,680	892,080
4.4.3 Office stationery	Per month	9	36	750	243,000		81,000	189,000
4.4.4 Telephone/Fax/Internet	Per month	7	36	800	201,600		67,200	201,600
4.4.5 Deminers water	Per month	280	36	20	201,600		67,200	201,600
4.4.6 Other running costs	Per month	7	36	1,000	252,000		84,000	168,000
<b>Sub total</b>					<b>2,451,240</b>		<b>817,080</b>	<b>2,156,280</b>
<b>Subtotal Local office/project costs</b>					<b>3,165,840</b>		<b>1,055,280</b>	<b>2,558,280</b>

Expenses	Unit	monthly units	total # of units	Unit cost (in USD)	Total		Year 1			Expected source of Total		
					Costs (in USD)	Costs (in USD)	Costs (in USD)	GoA	Others			
<b>5. Other costs, services</b>												
5.1 Capacity Development Training (INAD staff)	Global		1	100,000	100,000		33,333				100,000	
5.2 Technical consultancies	Global		4	22,000	88,000		29,333				88,000	
5.3 Evaluation	Global		1	75,000	75,000		75,000				75,000	
5.4 Mechanical Study	Global		1	50,000	50,000		50,000				50,000	
5.5 Public information	Global		1	30,000	30,000		10,000				30,000	
<b>Subtotal Other costs, services</b>					<b>343,000</b>		<b>197,667</b>				<b>343,000</b>	
<b>6. Subtotal direct project costs</b>					<b>11,354,820</b>		<b>7,213,060</b>		<b>7,111,440</b>		<b>4,243,380</b>	
7. Administrative costs 7%									497,801		297,037	
<b>8. Total</b>					<b>12,149,657</b>		<b>7,717,974</b>		<b>7,609,241</b>		<b>4,540,417</b>	

The Government of Angola will be contributing partly to meet the costs of equipments and supplies, as well as fuel and lubricants, vehicle repairs and maintenance, provisions, communications and other office running costs.

### Annex 3. ToR for CTA

#### CHIEF TECHNICAL ADVISOR, NATIONAL INSTITUTE FOR DEMINING

**Location :** Luanda, Angola  
**Duration of Assignment:** One Year (subject to renewal)  
**Organizational Unit:** UNDP BCPR  
**Post Level:** P4 equivalent (200 or 300 series)  
**Duties and Responsibilities:**

##### **1. General Information**

In 2003 the Government of Angola (GoA) reformed its mine action institutional arrangements by separating the responsibility for the coordination of the mine action sector and the responsibility for implementing mine action operations. The government created the National Intersectoral Commission for Humanitarian Demining and Assistance (CNIDAH) which is a commission that reports directly to the Council of Ministers and is responsible for the coordination, planning and organization of all mine action operations. The GoA also created the National Demining Institute (INAD) which is a public institute under the tutelage of the Minister of Social Assistance and Reintegration (MINARS) responsible for demining operations in Angola. In 2005 the GoA established the Executive Commission for Demining (CED), which is chaired by the Minister of MINARS, to manage the demining operations of the Angolan Armed Forces (FAA), the Office for National Reconstruction (GRN) and the INAD.

In spite of these improvements in the institutional framework and the substantial increase in the capacity and productivity of the international NGOs, the presence of landmines and Explosive Remnants of War (ERW) constrains the ability of families to establish sustainable livelihoods and there has been a substantial increase in mine incidents on roads and access routes since early 2004. Moreover mines increase the vulnerability of rural communities as they reduce access to basic social services such as health and education. Landmines and ERW also constrain the reconstruction of the country's rail network and the provision of water and electricity throughout much of the country as a result of the mining of water reservoirs and electricity pylons. The Landmine Impact Survey (LIS) completed in 14 provinces gives a clear indication that there is a need to substantially increase the current clearance assets in Angola to respond to high priority areas and to enhance the development of a capacity in the GoA that will be able to respond to medium impact and low impact clearance tasks in the future.

INAD provides mine action services that are required by government ministries implementing development projects. In addition to being an important service provider for the GoA, there is a clear differentiation between the role of INAD, which focuses on national development priorities, and the efforts of the international NGOs in addressing community priorities. This distinction in service provision helps ensure that the broad scope of needs in Angola are responded to as best as possible.

In response to a request from GoA, UNDP organized a mission to Angola from 15-19

August 2005 to conduct a situation analysis of INAD and determine some possible priorities for assistance. The mission found that the main areas of possible assistance were the capacity development of INADs headquarters, the re-energising of the Technical Demining School and training and equipping the demining brigades to enhance their current performance. UNDP and INAD are now recruiting a Chief Technical Advisor (CTA) to lead this project.

## 2. Description of Responsibilities:

Under the overall guidance and direction of the UNDP Deputy Country Director (Programme), and the matrixed management of the Director-General of INAD and the UNDP Assistant Country Director (Governance & Institutional Capacity Building pillar), the CTA will manage the UNDP capacity development programme in INAD and assist INAD to enhance its mine action capacity. Her/His responsibilities will include:

1. Advising INAD on the development of an operational mine action capacity to undertake the operational aspects of mine action as an integral part of Angola's programme for post conflict recovery and development, focusing on institutional and individual capacity development. In particular, the CTA, in close cooperation with the UNDP CTA in CNIDAH will be responsible for:

- 1) Refining the INAD management structure to ensure effectiveness, growth and sustainability;
- 2) Reviewing and enhancing operational planning and monitoring and evaluation systems to ensure they are functioning in an effective and decentralized manner;
- 3) Advising INAD on all aspects of operational mine action activities including coordination, information management, quality management, mine clearance, survey, marking, mine risk education and resource mobilisation to support INAD's activities;
- 4) Assisting INAD to ensure that all mine action activities are conducted in a safe, effective and cost efficient manner;
- 5) Assisting INAD to provide technical advice to the GoA on the mainstreaming of mine action into national and sectoral development plans, and the UNDP governance programme, whilst promoting cooperation and collaboration between the mine action community and the broader development community;
- 6) Developing and implementing training, coaching and advisory plans for INAD management staff, whilst coordinating the provision of UNDP-sponsored senior and middle level management training, mine action exchange (MAX) programmes and mine action training for INAD staff;
- 7) Developing a ToR for a study to determine the most appropriate use of mechanical assets in the programme and completing a study that contains some clear recommendations and options for INAD;
- 8) Facilitating mine action capacity development efforts in INAD that are consistent with the Action Plan of GoA and coherent with the work of the UNDP Country Office (CO) in Angola; and
- 9) Advocating for, and contributing to, the integration of a gender perspective into INAD by promoting adherence to the UN gender guidelines for mine

action programmes, and liaising with UNIFEM to ensure the appropriate inclusion of women's organizations and representatives as part of civil society consultations.

2. In consultation with the Director-General of INAD, managing the UNDP capacity development programme in INAD by:

- 1) Working with the UNDP CO to produce and develop a mine action assistance programme, based on the national mine action programme and work plan that includes:
  - Monitoring and evaluation Plan;
  - Annual work plan and activity-based budget (as per ATLAS standards and the State Budget for INAD);
  - Personnel work plan; and
  - Terms of reference for appointments in the organization considering the INAD organizational statute and internal regulation.
- 2) Submitting to MINARS and UNDP quarterly progress reports, annual reports and other reports as necessary in consultation with the INAD management team;
- 3) Submitting annual and quarterly work plans for approval by MINARS and UNDP Angola in consultation with the INAD management team;
- 4) Ensuring that all UNDP technical advisors are properly integrated in INAD organizational structure;
- 5) Organizing and overseeing both periodical project management team and stakeholder meetings in consultation with the INAD management team;
- 6) Identifying and delegating priority tasks for the programme, whilst coordinating project management issues reported by other technical advisors at INAD to ensure their global coherence;
- 7) Ensuring proper monitoring and evaluation of the project activities in consultation with the INAD management team; and
- 8) Developing follow-on components for the assistance to INAD as circumstances change in Angola.

3. Developing and implementing a capacity development plan and providing capacity development services to INAD staff members;

4. Advising the UNDP Country Director and the UN Country Team on INAD mine action issues;

5. Managing the programme funding allocated by UNDP in consultation with the



INAD management team;

6. Establishing a Project Steering Committee (PSC) that will be responsible for policy guidance comprising representatives of the following institutions: MINARS(Chair), Planning, CNIDAH, Finance CED, FAA, Finance, Agriculture and Rural Development, Public Construction, Water, Energy, and Transport, Governors of selected provinces, UNDP, and the representatives of any donor financing the project. Other partners may be invited to the PSC meetings. The major role of the PSC will be to determine policy-relevant lessons in the project and then to take them into consideration for future experience.

7. Advising and liaising with the national authorities, the UN Resident Coordinator, UN agencies, and international and national organizations concerning the aforementioned mine action issues.

### Education/Knowledge/Skills and Experience :

The applicant will have at least 10 years work experience including four years of experience in development and/or mine action programming, and a proven record in project management, capacity development and administration.

In particular, she/he will possess:

#### 1- Education:

-Advanced university degree in Social Science, International Relations, Development and Policy Studies, Political Science or other development related areas or equivalency.

#### 2- Experience/Knowledge:

- Experience in developing capacity in post-conflict countries;
- Solid understanding of mine action and development concepts, and related practices, in both post-conflict and development settings in Africa,
- Knowledge of the UN system and familiarity with UN procedures is desirable;
- Proven track record, ideally with experience in the region; and
- Knowledge of the situation in Angola is an asset.

#### 3- Skills:

- Excellent team-building, diplomatic, and interpersonal skills;
- Capacity to build strong and enduring alliances and partnerships at all levels;
- Excellent oral and written communication skills;
- Demonstrates cultural sensitivity and gender-sensitive behaviour;
- Proven ability to direct and manage teams/organizations, involving development of long-term strategies, mobilization of resources, programme integration and

decentralization; and  
-Physically fit and in good health.

#### 4- Professional Capacities:

- Able to exercise sound judgment;
- Works effectively in a delicate and complex environment;
- Works well in a team and projects a positive image and demeanor;
- Self-motivated and able to recommend options for resolution of complex issues;
- Ability to work under pressure and to meet deadlines;
- Strong analytical ability;
- Able to handle confidential and politically sensitive issues in a responsible and mature manner;
- Applies protocol appropriately; and
- Self reliant and able to work as a part of a multi-cultural team under stressful conditions.

#### 5- Technical Skills:

- Proficiency in MS Office suite and familiarity with a variety of telecommunication systems; and
- Fluency in spoken and written Portuguese and English.

## Annex 4. ToR for Training Advisor

### TRAINING ADVISOR, NATIONAL INSTITUTE FOR DEMINING

Location :	Luanda, Angola
Duration of Assignment:	One Year (subject to renewal)
Organizational Unit:	UNDP BCPR
Post Level:	P3 equivalent (200 or 300 series)
Duties and Responsibilities:	

#### 1. General Information

In 2003 the Government of Angola (GoA) reformed its mine action institutional arrangements by separating the responsibility for the coordination of the mine action sector and the responsibility for implementing mine action operations. The government created the National Intersectoral Commission for Humanitarian Demining and Assistance (CNIDAH) which is a commission that reports directly to the Council of Ministers and is responsible for the coordination, planning and organization of all mine action operations. The GoA also created the National Demining Institute (INAD) which is a public institute under the tutelage of the Minister of Social Assistance and Reintegration (MINARS) responsible for demining operations in Angola. In 2005 the GoA established the Executive Commission for Demining (CED), which is chaired by the Minister of MINARS, to manage the demining operations of the Angolan Armed Forces (FAA), the Office for National Reconstruction (GRN) and the INAD.

In spite of these improvements in the institutional framework and the substantial increase in the capacity and productivity of the international NGOs, the presence of landmines and Explosive Remnants of War (ERW) constrains the ability of families to establish sustainable livelihoods and there has been a substantial increase in mine incidents on roads and access routes since early 2004. Moreover mines increase the vulnerability of rural communities as they reduce access to basic social services such as health and education. Landmines and ERW also constrain the reconstruction of the country's rail network and the provision of water and electricity throughout much of the country as a result of the mining of water reservoirs and electricity pylons. The Landmine Impact Survey (LIS) completed in 14 provinces gives a clear indication that there is a need to substantially increase the current clearance assets in Angola to respond to high priority areas and to enhance the development of a capacity in the GoA that will be able to respond to medium impact and low impact clearance tasks in the future.

INAD provides mine action services that are required by government ministries implementing development projects. In addition to being an important service provider for the GoA, there is a clear differentiation between the role of INAD, which focuses on national development priorities, and the efforts of the international NGOs in addressing community priorities. This distinction in service provision helps ensure that the broad scope of needs in Angola are responded to as best as possible.

In response to a request from GoA, UNDP organized a mission to Angola from 15-19 August 2005 to conduct a situation analysis of INAD and determine some possible priorities for assistance. The mission found that the main areas of possible assistance were, the capacity development of INADs headquarters, the re-energising of the Technical Demining School and training and equipping the demining brigades to enhance their current performance. UNDP and INAD are now recruiting a Training Advisor to assist with the capacity development of the INAD Technical Demining School.

## **2. Description of Responsibilities:**

Under the overall guidance and direction of the Assistant Country Director (Governance & Institutional Capacity Building pillar) and the direct management of the Director General of INAD and the UNDP Chief Technical Advisor (CTA) at INAD, the Training Advisor will be responsible for developing the capacity of the INAD Technical Demining School. The Training Advisor will work with the Director of the Technical Demining School to:

- 1) Review and enhance the Technical Demining School's management and planning/budgeting systems and develop a Manual of Procedures that explains the use of these systems.
- 2) Review and update the existing course curriculum at the Technical Demining School and develop a training manual that can be used by INAD staff members and other mine action operators.
- 3) Train INAD staff members in the implementation of the training programme, assist with the supervision of the training programme and design and implement a review process that can be implemented by INAD staff members.
- 4) Review and update INAD Standard Operating Procedures (SOPs) for demining brigades and develop a programme to train all INAD demining staff in these SOPs.
- 5) Analyse the need for the Technical Demining School's services in INAD, with other mine action operators and in the broader development community in Angola.
- 6) Assist the Director of the Technical Demining School to develop a plan and budget to renovate the Technical Demining School and assist the CTA to mobilize resources to employ contractors to renovate the facilities.
- 7) Assist UNDP Quality Management Advisor in clarifying role and reviewing the activities of the INAD Quality Management Team (QMTs), developing new quality management and planning systems, training the QMTs in those systems, and developing a mechanism to systematically review the QMTs progress.
- 8) Assist the CTA in developing a ToR for a study to determine the most appropriate use of mechanical assets in the programme and completing a study that contains some clear recommendations and options for INAD.
- 9) Assist the CTA to coordinate the provision of UNDP-sponsored senior and middle level management training, mine action exchange (MAX) programmes and mine action training for INAD staff.
- 10) Assist the CTA to facilitate mine action capacity development efforts in INAD

that are consistent with the Action Plan of GoA and coherent with the work of the UNDP Country Office in Angola.

11) Manage the UNDP capacity development programme in the INAD Technical Demining School by:

a) Assisting the CTA to produce and develop a mine action assistance programme, based on the national mine action programme and work plan that includes:

- o Monitoring and evaluation Plan;
- o Annual work plan and activity-based budget (as per ATLAS standards and the State Budget for INAD);
- o Personnel work plan; and
- o Terms of reference for appointments in the organization considering the INAD organizational statute and internal regulation.

b) Submitting to the CTA quarterly progress reports, annual reports and other reports as necessary in consultation with the INAD management team.

c) Submitting annual and quarterly work plans for approval by the CTA in consultation with the INAD management team.

d) Identifying and delegating priority tasks within the area of work.

e) Assisting the CTA to develop and implement a capacity development plan and providing capacity development services to INAD staff members.

#### Education/Knowledge/Skills and Experience :

The applicant will have at least 10 years work experience including four years of experience in development and/or mine action programming, and a proven record in capacity development, training and administration.

In particular, she/he will possess:

1- Education:

-University degree (or equivalent) in Social Science, International Relations, Development and Policy Studies, Political Science or other development related areas or equivalency.

2- Experience/Knowledge:

-Experience in developing capacity in post-conflict countries;  
-Experience in developing, implementing, monitoring and evaluating training programmes;  
-Solid understanding of mine action and development concepts, and related practices,

in both post-conflict and development settings in Africa;

- Knowledge of the UN system and familiarity with UN procedures is desirable;
- Proven track record, ideally with experience in the region; and
- Knowledge of the situation in Angola is an asset.

### 3- Skills:

- Excellent team-building, diplomatic, and interpersonal skills;
- Capacity to build strong and enduring alliances and partnerships at all levels;
- Excellent oral and written communication skills;
- Demonstrates cultural sensitivity and gender-sensitive behaviour;
- Proven ability to identify training needs and develop a targeted programme to respond to those needs; and
- Physically fit and in good health.

### 4- Professional Capacities:

- Able to exercise sound judgment;
- Works effectively in a delicate and complex environment;
- Works well in a team and projects a positive image and demeanor;
- Self-motivated and able to recommend options for resolution of complex issues;
- Ability to work under pressure and to meet deadlines;
- Strong analytical ability;
- Able to handle confidential and politically sensitive issues in a responsible and mature manner;
- Applies protocol appropriately; and
- Self-reliant and able to work as a part of a multi-cultural team under stressful conditions.

### 5- Technical Skills:

- Proficiency in MS Office suite and familiarity with a variety of telecommunication systems; and
- Fluency in spoken and written Portuguese and English.