

الجمهورية اللبنانية  
وزارة الدفاع الوطني  
الوزير

رقم: ٢١٤٦/ع/و  
اليرزة في ٢٠١٠/٥/٢٠

حضرة الممثل القيم على برنامج الأمم المتحدة الإنمائي  
السيدة مارتا رويدس

الموضوع: تمديد العمل بالاتفاقية المبرمة مع برنامج

الأمم المتحدة الإنمائي .

المرجع: كتابكم رقم ١٣٣٩٩ تاريخ ٢٠١٠/٦/٢٠

بالإشارة إلى الموضوع والمرجع أعلاه ،

تعلمكم هذه الوزارة موافقتها على تمديد الإتفاقية السابقة المبرمة بتاريخ ٢٠١٠/٦/٣ حول بناء القدرات

الذاتية للمركز اللبناني للأعمال المتعلقة بالألغام لغاية ٢٠١٠/٧/٣١ وسيصار إيداعكم لاحقاً رأينا بمشروع

الإتفاقية الجديدة فور الإنتهاء من دراستها .

للتفضل بالإطلاع والمقتضى .

وزير الدفاع الوطني  
الياس المر





نسخة الى:

- جانب قيادة الجيش

الجمهورية اللبنانية  
وزارة الدفاع الوطني  
الوزير

رقم: ٢١٤ / غ/ع/و  
البرزة في ٦/٩/٢٠١٠

حضرة الممثل القيم على برنامج الأمم المتحدة الإنمائي  
السيدة مارتا رويدس

الموضوع: توقيع إتفاقية مع برنامج الأمم المتحدة الإنمائي حول بناء  
القدرات الذاتية للمركز اللبناني للأعمال المتعلقة بالألغام.  
المرجع: كتابكم رقم ١٩٢ تاريخ ١٣/٨/٢٠١٠

بالإشارة إلى الموضوع والمرجع أعلاه ،  
نودعكم ربطاً نسخة عن مشروع الإتفاقية المتعلقة ببناء القدرات الذاتية للمركز اللبناني للأعمال المتعلقة  
بالألغام بصيغتها النهائية بعد التوقيع.  
للتفضل بالإطلاع والمقتضى.

وزير الدفاع الوطني  
الياس المر



نسخة الى:

- جانب قيادة الجيش

Cc.  
MS

UNDP OFFICE - BEIRUT
FILE: 00044485
09 SEP 2010
INFO: RR
ACTION: CM



United Nations Development Programme  
Lebanon  
Project Document

<b>Project Title:</b> Support to Lebanon Mine Action Programme – Phase II
<b>UNDAF Outcome(s):</b> Outcome 1: by 2014, governance reforms and practices, with focus on national dialogue and inclusive participation, and government effectiveness and accountability, are institutionalized at all levels.
<b>Expected CP Outcome(s):</b> Government capacities to address critical recovery issues improved.
<b>Expected Output(s):</b> 1.1 National Capacities for mine action management strengthened; 1.2 Mine action NGO platform strengthened to improve national capacities for clearance.
<b>Implementing Partner:</b> Ministry of Defence
<b>Responsible Parties:</b> UNDP, LMAC, RMAC, International and National clearance NGOs.

**Brief Description**

The project 'Support to Lebanon Mine Action Programme' will support the national mine action programme through the development the Lebanon Mine Action Centre and the Regional Mine Action Centre into an organisation with improved quality management norms with the capacity to manage all pillars of mine action, according to international and national standards. This will be accomplished through support to the management of clearance operations.

The project will also support the development of a fully national clearance NGO which has the capacity to obtain resources from both national and international donors while conducting priority cluster munitions and/or mine clearances. This national capacity will decrease the dependency on international advisors and support, and increase the efficiency of clearances in Lebanon. The development of the national NGO will be achieved through cooperation and mentorship with an international clearance NGO, and capacity building support.

Programme Period: <u>2010-2014</u>	Total resources required <u>\$4,834,929</u>
Key Result Area (Strategic Plan): <u>Restoring the foundations for local Development</u>	Total allocated resources: <u>\$1,427,369</u>
Atlas Award ID: <u>00060028</u>	• Regular _____
Start date: <u>01 August 2010</u>	• Other:
End Date: <u>31 December 2012</u>	o EC <u>\$ 793,651 (650,000 EURO)</u>
PAC Meeting Date: <u>8 June 2010</u>	o IT <u>\$ 633,718</u>
Management Arrangements: <u>NIM</u>	Unfunded budget: <u>\$3,407,560</u>
	In-kind Contributions

٦ ايار ٢٠١٠  
Agreed by Ministry of Defence:

Agreed by UNDP:



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## I. SITUATION ANALYSIS

1. After more than 20 years of internal strife and Israeli occupation, Lebanon remains littered with hundreds of thousands of landmines and UXO. These items continue to kill and maim people in Lebanon, although clearance of some highly impacted communities and success in mine risk education has reduced the casualty toll by 75 percent from 2000 to early 2006<sup>1</sup>.
2. The 2003 Lebanon Landmine Impact Survey identified a further 137 million square metres of land that is said to be contaminated, and the July 2006 conflict in Lebanon contaminated many of the areas of south Lebanon that were cleared between 2000 and 2004. In particular, the aftermath of the 2006 conflict with Israel left approximately 42.2 million m<sup>2</sup> of land contaminated with unexploded cluster munitions, with 20.6 million m<sup>2</sup> remaining to be cleared, despite international assistance provided over the last few years.
3. Clearances in Lebanon are conducted according to national priorities, which are based on the national mine action criteria of the Lebanon Landmine Impact Survey (LIS). The survey classifies communities at risk, according to the humanitarian and socio-economic impact of contaminated land (real or perceived) on these areas. Communities are classified as high, medium or low impact. Communities affected by cluster munitions in south Lebanon remain the highest priority for 2010-2011.
4. In this context, the Lebanon Mine Action Programme (LMAP) was established in 1998 to meet the transient need for humanitarian action, and to support long-term development objectives. The purpose of the LMAP therefore is to accomplish two primary aims: (a) to prevent the loss of life or injury by mines/UXO, through humanitarian mine action, and (b) to facilitate broader socio-economic development, through the removal of the mine\UXO threat, creating awareness of hazards and facilitating assistance for mine accident victims.<sup>2</sup>
5. Major assistance received since 1998 includes capacity development and mine clearance. From a technical perspective, the indigenous national capacity for mine action has grown significantly but is still dependant on international support and advice in some areas. Managerially, the Lebanon Mine Action Centre (LMAC) has embarked on an ambitious program based on an end-state strategy approach that foresees, in a practical manner, the elimination of the threat posed to high and medium impacted communities and international assistance in 5 years, followed by the clearance of remaining hazards through national resources. Therefore, the current greatest requirement is for operational management capacity building over the short to medium term to enable the national capacity to become entirely self-sufficient.
6. Lebanon was the third signatory nation of the Oslo convention banning the production, use, transfer and stockpile of cluster munitions in December 2008. In early 2010, the treaty was approved by the Lebanese Council of Ministers and is now awaiting a ratification vote by the Lebanese Parliament. The ratification of the Oslo convention will aid in advocacy work currently being undertaken for Lebanon to become a signatory of the Ottawa convention banning the production, use, transfer and stockpiling of anti-personnel landmines.

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<sup>1</sup> Lebanon Mine Action Centre data

<sup>2</sup> Lebanon End-state Strategy, 2004.

7. The UNDP project "Support to the National Demining Office" that was initiated since 2001 has contributed to capacity building of the LMAC in an accelerated fashion. Significant achievements in building the management capabilities of the national mine action organization since mid 2004 include: a) the adoption of a planning system incorporating an end-state for mine action strategy, b) a long term five year (2008-2012) plan, c) an annual integrated work plan (IWP) and d) an Annual Report. UNDP has supported the management of clearances beyond the current national capacity with national staff imbedded with the Regional Mine Action Centre.

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## II. STRATEGY

8. This project builds upon the United Nations Development Assistance Framework 2010-2014 (Outcome 1: by 2014, governance reforms and practices, with focus on national dialogue and inclusive participation, and government effectiveness and accountability, are institutionalized at all levels). It is also in line with UNDP's Country Programme Document (CPD) and Country Programme Action Plan (CPAP), which outlines continued support to mine action as a key priority for strengthening government capacity for recovery.
9. For the LMAC and national demining capacity to be truly efficient and effective, UNDP's capacity building assistance will be continued to ensure that national capacity to manage and execute mine action is institutionalized (for the appropriate life span as determined by the end-state strategy) and is fully optimized in line with international and national standards. This will complement the stated goals of the Lebanon National Plan for Completion which aims at enhancing the capacity of the LMAC including:
  - The development of a national policy framework for mine action;
  - The development on national standards in line with IMAS, and
  - Increased capabilities within the LMAC structure to plan and manage all operational mine action tasks under the auspices of the National Mine Action Authority.
10. The development of the Operations Centre will allow the LMAC to undertake fully the pillars associated to mine action in line with international standards and applicable Lebanese legislation. This will ensure that the LMAC has the ability to follow International Mine Action Standards for clearance operations and is in line with LMAC policies. Normally, the RMAC has a government funded level of support that enables the RMAC to conduct the necessary operational planning, oversight and quality assurance and control of a limited number of clearance teams. When additional clearance resources are received, the RMAC requires additional staff and associated costs (fuel, communications equipment, etc) to ensure that clearances are being conducted according to national and international standards.
11. Another stated goal of the LMAC is to create a fully national clearance NGO which has the capacity to obtain resources from both national and international donors, in order to decrease the dependency on international clearance NGOs to supplement the Lebanese Armed Forces humanitarian clearance teams. A key objective of this programme, under the leadership of the LMAC priority, will be to develop a partnership with international clearance NGOs to work in conjunction with a fully licensed Lebanese national clearance NGO, in order to build local clearance capacity. This project will utilise standard procurement rules and regulations to contract the international NGO and the LMAC will ensure its memorandum of understanding with the national NGO will enable the partnership to occur.

12. The project will ensure that gender considerations are incorporated into the project outputs, and into mine action work in general by ensuring that both men and women of different ages and backgrounds are involved in the decision making process regarding prioritising mine action projects, the land release process (investigation, decision-making and handover) and MRE and MVA priority setting. In addition, the project will seek to achieve a gender balance of highly qualified national and international staff and will encourage international and national mine action agencies in Lebanon to advocate equal employment opportunities in all aspects of mine action (clearance, survey, office support staff and medical support).

### III. RESULTS AND RESOURCES FRAMEWORK

#### Intended Outcome as stated in the Country Programme Results and Resource Framework:

Government capacities to address critical recovery issues improved

#### Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

**Indicator 1.1** : National policy framework for mine action/coordination system created

**Baseline 1.1** National policy on mine action developed

**Target 1.1** Creation of a national policy framework for mine action and development of an independent management and planning system for mine action coordination

#### Applicable Key Result Area (from 2008-11 Strategic Plan):

Restoring the foundations for local development

**Partnership Strategy:** Collaboration with LMAC; Integrated clearance management staff with RMAC; Collaboration with mine action organisations.

**Project title and ID (ATLAS Award ID):** Support to Lebanon Mine Action Programme – Phase II – Award ID 00060028

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1.1:</b> National capacities for policy based mine action, based on development grounds strengthened</p> <p><b>Baseline:</b></p> <p>a) Lack of national standards for mine action</p> <p>b) No mine action priority setting based on development indicators</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- National standards drafted, approved and implemented</li> <li>- Clearance priority setting system based on socio-economic indicators in place</li> <li>- Number of coordination meetings at the national and local levels held</li> </ul>	<p><b>Targets (2010)</b></p> <ul style="list-style-type: none"> <li>- Socio-economic indicators finalized and initial map produced</li> <li>- Online collaborative methodology tested for three national standards</li> <li>- National technical survey completed</li> <li>- Donor coordination mechanism on mine action in place</li> </ul> <p><b>Targets (2011)</b></p> <ul style="list-style-type: none"> <li>- Clearance priority setting based on development indicators finalized</li> <li>- Long term plan revised and issued</li> <li>- All national standards drafted and 50% undergoing testing</li> </ul>	<p>1.1.1 Methodology for clearance priority setting based on socio-economic and other development indicators developed and applied</p> <p>1.1.2 National technical survey completed to take into account ongoing clearance and further quantify the mine / UXO problem in Lebanon</p> <p>1.1.3 National standards for Lebanon finalised and approved</p> <p>1.1.4 Long-term plan for mine action revised, taking into account national priorities, and newly available data and a pro-active resource mobilisation strategy developed</p> <p>1.1.5 Coordination mechanisms strengthened at the national and local</p>	<p>UNDP</p>	<p>International Staff(1):</p> <ul style="list-style-type: none"> <li>-Chief Technical Advisor (CTA)</li> <li>\$ 272,000 (17 months)</li> </ul> <p>National Staff (2):</p> <ul style="list-style-type: none"> <li>-IT Officer \$ 114,750 (29 months)</li> <li>-Project Officer</li> <li>\$ 57,642 (17 months)</li> </ul> <p>Equipment Purchase:</p> <ul style="list-style-type: none"> <li>\$85,200</li> </ul> <p>Training:</p> <ul style="list-style-type: none"> <li>\$ 14,100</li> </ul> <p>Operating Costs:</p> <ul style="list-style-type: none"> <li>\$ 37,000</li> </ul> <p>Travel:</p> <ul style="list-style-type: none"> <li>\$ 46,570</li> </ul> <p>Misc:</p> <ul style="list-style-type: none"> <li>\$ 14,000</li> </ul>

<p>– RMAC coordination strengthened with local development actors in the South</p> <p><b>Targets (2012)</b></p> <ul style="list-style-type: none"> <li>– National Standards fully implemented</li> <li>– Pro-active resource mobilisation strategy in place</li> </ul>	<p>levels, with national and international partners and donors, on mine action and its linkages to the broad development agenda</p>		<p>UNDP Management: Support: 44,888</p>
<p><b>Output 1.2.</b> Clearance of the LMAC/RMAC improved</p> <p><b>Baseline:</b></p> <p>a) Regional Mine Action Centre functional</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>– Holistic quality management system in place</li> <li>– Number of quality management issues and non-compliance report</li> </ul>	<p><b>Targets (2010)</b></p> <ul style="list-style-type: none"> <li>– Operations cell (RMAC) with minimal internationally funded core positions</li> <li>– Plan for the development of new management system agreed, based on the lessons from the Board Review</li> </ul> <p><b>Targets (2011)</b></p> <ul style="list-style-type: none"> <li>– Operations cell (RMAC) with minimal internationally funded core positions</li> <li>– New management system in place</li> </ul> <p><b>Targets 2012</b></p> <ul style="list-style-type: none"> <li>– Regional Mine Action Centre fully functional (RMAC) with minimal internationally funded core positions</li> <li>– Quality management system tested and</li> </ul>	<p>1.2.1 Mine Action Operations cell strengthened to manage all international and national mine clearance assets with a decreasing amount of internationally funded support personnel</p> <p>1.2.2 Quality management system developed and implemented to provide institutional assurances that the mine clearances are conducted in accordance with international standards</p>	<p>UNDP</p> <p>International Staff(1): -Quality Management Specialist (30 months) \$ 394,200 National Staff (10): \$ 391,174 -Operations Coordinator -Quality Assurance Coordinator -Community Liaison Clerk(2) -Operations Clerk -Quality Assurance Clerk (2) -GIS Clerk (2) -Radio Operator</p> <p>Operating Costs: \$ 53,700 Misc: \$ 8,000</p> <p>UNDP Management</p>



<p><b>Output 1.3:</b> Cluster munitions and mine clearance supported through a partnership between international and national clearance NGOs.</p> <p><b>Baseline:</b> National clearance NGO, Lebanese Demining Organisation (LDO), not functional.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>-Amount of land returned for socio-economic activities.</li> <li>-Resources independently mobilised by national clearance NGO to support mine clearance efforts.</li> </ul>	<p>finalized</p> <p><b>Targets (2010)</b></p> <ul style="list-style-type: none"> <li>-Clearances initiated through partnership between international and national NGO, according to national and international standards.</li> <li>-Capacity assessment of the national clearance NGO completed and capacity development plan developed.</li> </ul> <p><b>Targets (2011)</b></p> <ul style="list-style-type: none"> <li>-Clearances undertaken through NGO partnership.</li> <li>- National NGO management capacity strengthened.</li> </ul> <p><b>Targets (2012)</b></p> <ul style="list-style-type: none"> <li>-Clearances undertaken through NGO partnership.</li> <li>-National NGO capacity development completed.</li> </ul>	<p>1.3.1 Clearance conducted in accordance to national priorities and to national standards.</p> <p>1.3.2. National clearance NGO strengthened to conduct independent clearances in accordance with national and international standards.</p>	<p>International clearance NGO</p> <p>National Clearance NGO</p> <p>UNDP</p>	<p>Support: 59,295</p> <p>International Staff (1): -CTA (12 months) \$ 192,00</p> <p>National Staff (1): -Project Officer (12 months) \$ 40,701</p> <p>Company Contract for clearance: \$2,394,665</p> <p>Capacity assessment: \$30,780</p> <p>Capacity development: \$150,000</p> <p>RMAC Clearance Management Support \$ 205,704</p> <p>UNDP Management Support and indirect cost 228,558</p>
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## IV. ANNUAL WORK PLAN

Year: 2010

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Budget Description	Amount	
<p><b>Output 1.1:</b> National capacities for policy based mine action, based on development grounds strengthened</p> <p><b>Baseline:</b> (a) Lack of national standards for mine action; (b) No mine action priority setting based on development indicators</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>-National standards drafted, approved and implemented</li> <li>- Clearance priority setting system based on socio-economic indicators in place</li> <li>-Number of coordination meetings at the national and local levels held</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>- Socio-economic indicators finalised and initial map produced</li> <li>- Online collaborative methodology tested for three national standards</li> <li>- National technical survey completed</li> <li>- Donor coordination mechanism on mine action in place</li> </ul>	<p>1. Criteria for Clearance priority setting based on socio-economic and other development indicators established</p> <p>2. National technical survey finalized to take into account ongoing Clearance to further quantify the mine/UXO problem in Lebanon</p> <p>3. Three National standards for Lebanon developed through a collaborative approach with implementing partners</p> <p>4. Donor coordination mechanisms for mine action revived, under the auspices of the LMAC</p>			x		UNDP	EC	65300- Salaries Int'l Staff (3 months)	48,000.00	
								EC	71400- Contractual Services- Ind IT Officer 5 months Proj Officer 3 months	29,240.00
					x			EC	72400- Comms & Audio Visual Equipment	4,000.00
					x			EC	71200- Training and Consulting	3,000.00
					x			EC	72500- Stationary & Office Supplies	500.00
					x			EC	73400- Vehicle maintenance	5,000.00
					x			EC	71600- Travel	11,635.00
					x			EC	74500- Misc expenses	6,000.00
					x			EC	75100- UNDP GMS	7,516.25
					x					114,891.25
		<p><b>Output 1.2:</b> Clearance management capacity of the LMAC/RMAC improved.</p> <p><b>Baseline:</b> Regional Mine Action Centre fully functional</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Holistic quality management system in place</li> <li>-Number of quality management issues and non-compliance reports</li> </ul> <p><b>Targets</b></p> <ul style="list-style-type: none"> <li>Operations cell (RMAC) with minimal internationally funded core positions.</li> <li>-Plan for the development of new management system agreed, based on the lessons from the Board Review</li> </ul>	<p>1. Review of 2006-2008 clearances completed and lessons learnt</p> <p>2. Criteria for quality improvements for clearance management established, and draft plan developed.</p> <p>3. Quality training sessions organised</p>			x		UNDP	EC	65300- Salaries Int'l Staff (5 months)
				x		EC	71400- Contractual Services- Ind	88,110		
				x		EC	72500- Stationary & Office Supplies	500		
				x		EC	72400- Comms & Audio Visual Equipment	4,000		
				x		EC	73400- Vehicle maintenance	9,000		
				x		EC	74500- Misc expenses	2,000		
				x		EC	75100 - UNDP GMS	12,013		

Total Output 1.2		183,622.70					
<p><b>Output 1.3:</b> Cluster munitions and mine clearance supported through a partnership between international and national clearance NGOs</p> <p><b>Baseline:</b> National clearance NGO not fully functional</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>-Amount of land returned for socio-economic activities</li> <li>-Resources independently mobilised by national clearance NGO to support mine clearance efforts</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>-Clearances initiated through partnership between international and national NGO, according to national and international standards</li> <li>-Capacity assessment of the national clearance NGO completed and capacity development plan developed</li> </ul>	<p>1. National clearance NGO assessed to determine capacity development requirements</p> <p>2. International/National NGO partnership established and fully accredited for clearance/survey</p> <p>3. Mine clearance initiated through the international/national NGO partnership</p>	<p>NGO -UNDP</p>	IT	72100 – NGO Clearance Contract	278,933		
			x	x	IT	74100- NGO Capacity Assessment	30,000
			x	x	IT	65300- Salaries Int'l Staff (2 months)	32,000
			x	x	IT	71400- Contractual Services- Ind (project Officer 2 months)	6,620
					IT	75100 - UNDP GMS	24,329
			x	x	IT	73500 - UNDP Support	3,476
					IT		
Total Output 1.3		375,357.46					
<b>TOTAL</b>		<b>673,871.41</b>					



Total Output 1.2							EC	75100- UNDP GMS	17,523			
<b>Output 1.3:</b> Cluster munitions and mine clearance supported through a partnership between international and national clearance NGOs <b>Baseline:</b> National clearance NGO not fully functional <b>Indicators:</b> -Amount of land returned for socio-economic activities -Resources independently mobilised by national clearance NGO to support mine clearance efforts <b>Targets:</b> -Clearances undertaken through NGO partnership - National NGO management capacity strengthened -Clearances undertaken through NGO partnership - National NGO management capacity strengthened	1. National clearance NGO assessed to determine capacity development requirements 2. International/National NGO partnership established and fully accredited for clearance/survey 3. Mine clearance initiated through the international/national NGO partnership					NGO - UNDP						
	X	X	X	X	X	X	IT	72100 – NGO Clearance Contract	355,167.24			
	X	X	X	X	X	X	UNFUNDED	72100 – NGO Clearance Contract	185,955			
	X	X	X	X	X	X	IT	72100 – Training & Consulting NGO Capacity Building	929,777			
	X	X	X	X	X	X	UNFUNDED	72100 – Training & Consulting NGO Capacity Building	5,780			
	X	X	X	X	X	X	IT	65300- Salaries Int'l Staff (0.7 month)	70,000			
	X	X	X	X	X	X	UNFUNDED	65300- Salaries Int'l Staff (5.3 months)	10,667			
	X	X	X	X	X	X	IT	71400- Contractual Services- Ind (project Officer 0.7 month)	85,333			
	X	X	X	X	X	X	UNFUNDED	71400- Contractual Services- Ind (project Officer 5.3 months)	2,403			
	X	X	X	X	X	X	IT	71400- Contractual Services- Ind (RMAC Clearance Management Support)	18,046			
	X	X	X	X	X	X	UNFUNDED	71400- Contractual Services- Ind (RMAC Clearance Management Support)	29,117			
	X	X	X	X	X	X	IT	72400- Comms & Audio Visual Equipment (RMAC Clearance Management Support)	58,235			
	X	X	X	X	X	X	UNFUNDED	72400- Comms & Audio Visual Equipment (RMAC Clearance Management Support)	1,300			
	X	X	X	X	X	X	IT	73400- Vehicle maintenance (RMAC Clearance Management Support)	2,700			
	X	X	X	X	X	X	UNFUNDED	73400- Vehicle maintenance (RMAC Clearance Management Support)	4,000			
	X	X	X	X	X	X	IT	75100- UNDP GMS	8,000			
	X	X	X	X	X	X	UNFUNDED	75100- UNDP GMS	16,746			
X	X	X	X	X	X	IT	73500- UNDP Support	82,046				
X	X	X	X	X	X	UNFUNDED	73500- UNDP Support	2,392				
<b>Total Output 1.3</b>									11,721			
<b>TOTAL</b>									1,524,218.54			
									2,106,658.06			

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
<b>Output 1.1:</b> National capacities for policy based mine action, based on development grounds strengthened <b>Baseline:</b> (a) Lack of national standards for mine action; (b) No mine action priority setting based on development indicators <b>Indicators:</b> -National standards drafted, approved and implemented - Clearance priority setting system based on socio-economic indicators in place -Number of coordination meetings at the national and local levels held <b>Targets:</b> - National Standards fully implemented -Pro-active resource mobilisation strategy in place	1. Methodology for clearance economic and other development indicators applied and updated 2. National standards for Lebanon finalised and approved 3. Long term plan for mine action revised, taking into account national priorities, and newly available data	X	X	X	X	UNDP	65300- Salaries Int'l Staff (CTA 8 MONTHS)	128,000
		X	X	X	X		71400- Contractual Services- Ind IT Officer 12 months	74,984
		X	X	X	X		Proj Officer 8 Months	
		X	X	X	X		72200- Equipment & Furniture	7,500
		X	X	X	X		72300- Mine Clearance Equipment	50,000
		X	X	X	X		72400- Comms & Audio Visual Equipment	6,000
		X	X	X	X		72800- IT Equipment	18,000
		X	X	X	X		71200- Training and Consulting	8,000
		X	X	X	X		72500- Stationary & Office Supplies	2,000
		X	X	X	X		73400- Vehicle maintenance	8,000
		X	X	X	X		71600- Travel	16,000
		X	X	X	X		74500- Misc expenses	3,000
		X	X	X	X		75100- 7% UNDP Support	22,504
<b>TOTAL OUTPUT 1.1</b>		X	X	X	X			<b>343,988</b>
<b>Output 1.2:</b> Clearance management capacity of the LMAC/RMAC improved <b>Baseline:</b> Regional Mine Action Centre fully functional <b>Indicators:</b> - Holistic quality management system in place -Number of quality management issues and non-compliance reports <b>Targets</b> -Operations cell (RMAC) with minimal internationally funded core positions -Quality management system tested and finalized	1. Quality based management system implemented 2. Management cost offset system agreed and implemented	X	X	X	X	UNDP	65300- Salaries Int'l Staff	163,000
		X	X	X	X		71400- Contractual Services- Ind (RMAC Staff)	151,532
		X	X	X	X		72400- Comms & Audio Visual Equipment	6,000
		X	X	X	X		72500- Stationary & Office Supplies	4,000
		X	X	X	X		73400- Vehicle maintenance	16,000
		X	X	X	X		74500- Misc expenses	3,000
		X	X	X	X		75100- UNDP Support	24,047
<b>TOTAL OUTPUT 1.2</b>		X	X	X	X			<b>367,579</b>

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## V. MANAGEMENT ARRANGEMENTS

11. The Implementing Partner is the Ministry of Defence that is responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of UNDP resources. The LMAC will enter into agreement with UNDP (the "Responsible Party") to assist in successfully delivering the project outputs. UNDP as the Responsible Party shall act on behalf of the LMAC on the basis of a Letter of Agreement signed between the Ministry of Defence and UNDP. Thus, the UNDP Country Office will provide the following services:
  - General Management Support:
    - i. Project identification, formulation, and appraisal
    - ii. Determination of execution modality and local capacity assessment
    - iii. Briefing and de-briefing of project staff and consultants
    - iv. General oversight and monitoring, including participation in project reviews
    - v. Receipt, allocation and reporting to the donor of financial resources
    - vi. Thematic and technical backstopping through Bureaus
    - vii. Systems, IT infrastructure, branding, knowledge transfer
  - Implementation Support Services
    - i. Payments, disbursements and other financial transactions
    - ii. Recruitment of staff, project personnel, and consultants
    - iii. Procurement of services and equipment, including disposal
    - iv. Organization of training activities, conferences, and workshops, including fellowships
    - v. Travel authorization, visa requests, ticketing, and travel arrangements
    - vi. Shipment, custom clearance, vehicle registration, and accreditation
12. All services shall be provided in accordance with UNDP procedures, rules and regulations.
13. Project management responsibilities will be distributed according to the following roles: Project Board, Project Assurance, Project Manager/Chief Technical Advisor, and Administrative Support Services.
  - a. **The Project Board** will perform the following responsibilities:
    - i. Ensure that adequate mechanisms are in place to guarantee the transparency and accountability as well as the efficiency of project operations.
    - ii. Participate in all stages of project process (design and formulation, appraisal, implementation, evaluation, etc.);
    - iii. Build consensus around the project's strategies and planned results, including the links between its outputs and the intended outcomes;
    - iv. Provide advice when substantive changes are needed in the project's planned outputs, strategies or implementation arrangements;
    - v. Oversee progress, participate in field visits to project sites, consult with beneficiaries, and ensure that potential opportunities and risks, including lessons learned from experience, are taken into account by the project management;
    - vi. Assess performance and approve project work-plan and budget revisions;
    - vii. Provide guidance to the project manager (see para b. below).

The Project Board shall include representatives of the Ministry of Defence, LMAC, project donors i.e. Italy and European Commission, project beneficiaries and

14. In accordance with the decisions and directives of UNDP's Executive Board reflected in its policy on cost recovery, donor contributions shall be subject to cost recovery by UNDP
- Cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services.
  - UNDP direct costs incurred for Implementation Support Services (ISS)

## **VIII. Monitoring and Evaluation Framework**

15. In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following tools and methodologies.

Within the annual cycle:

- An Issue Log shall be prepared and updated by the Project Manager/Chief Technical Advisor to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a risk log shall be regularly updated by reviewing the external environment that may affect the project implementation.
- A Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board.
- A project Lesson-learned log shall be prepared and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be prepared, and updated to track key management actions/events

Annually:

- An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As a minimum requirement, the Annual Review Report shall consist of implementing progress, challenges, lessons learned, as well as a summary of results achieved against pre-defined annual targets at the output level.
- Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.



## Quality Management for Project Activity Results

<b>OUTPUT 1: National capacities for policy based mine action, based on development grounds strengthened</b>		
<b>Activity Result 1</b> (Atlas Activity ID)	Methodology for clearance priority setting based on socio economic and other development indicators developed and applied.	Start Date: August 2010 End Date: Dec 2012
<b>Purpose</b>	To allow the LMAC set clearance priorities based on socio economic and development data to develop clearance plans.	
<b>Description</b>	Mentoring, Development of reference material to facilitate the process.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Amount of land returned for socio economic activities reflected in the clearance planning process.	Post-clearance survey to determine usage of cleared land.	Assessed throughout the activity
Socio-economic data used in clearance planning	Assessment of the strategic plan to ensure utilisation of socio-economic data.	Assessed biannually
<b>Activity Result 2</b> (Atlas Activity ID)	National technical survey completed to take into account ongoing clearance and further quantify the mine / UXO problem in Lebanon	Start Date: August 2010 End Date: Dec 2010
<b>Purpose</b>	To quantify the amount of mine / UXO contamination existing in Lebanon.	
<b>Description</b>	Conduct of survey / IMSMA database rationalisation.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
All provinces in Lebanon surveyed for mine/UXO contamination levels	Sampling/Quality Assurance of the completed work.	Ongoing throughout the project.
IMSMA Database checked	Database rationalisation	Ongoing throughout the project
<b>Activity Result 3</b> (Atlas Activity ID)	National standards for Lebanon finalised and approved.	Start Date: August 2010 End Date: Dec 2012
<b>Purpose</b>	To develop a consensus among key national and international stakeholders on national standards for mine action	
<b>Description</b>	Engaging with the relevant stakeholders, through workshops and other web-based tools, utilisation of quality management tools.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Publication of a national standard framework.	The standards are utilised by the mine action stakeholders in Lebanon to inform and guide their work.	Throughout the process.
<b>Activity Result 4</b> (Atlas Activity ID)	Long term plan for mine action revised, taking into account national priorities, and newly available data and a pro active resource mobilisation strategy developed.	Start Date: August 2010 End Date: Dec 2012
<b>Purpose</b>	To develop a national strategy for mine action in Lebanon.	
<b>Description</b>	Consultation with stakeholders, workshops, mentoring.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Production of a national strategy for Lebanon that reflects the needs of the country.	Implementation of the strategy.	Continuous throughout the process.

<b>Activity Result 5</b> (Atlas Activity ID)	Coordination mechanisms strengthened at the national and local levels, with national and international (governmental and non governmental) partners and donors, on mine action and its linkages to the broad development agenda.	Start Date: August 2010 End Date: Dec 2012
<b>Purpose</b>	To develop a cohesive mine action programme for Lebanon, and to strengthen the mainstreaming of mine action into development plans at the national and local levels.	
<b>Description</b>	Development of strategies to improve the interaction between the LMAC and implementing partners, and the inclusion of mine action into broader development plans and priorities.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Coordination held to improve the interaction between the LMAC and Implementing partners, in particular development actors at the national and local levels.	Number of coordination meetings held and attendance by implementing partners.	Monitoring and evaluation of the process.

<b>OUTPUT 2: Clearance management capacity of the LMAC/RMAC improved.</b>		
<b>Activity Result 1</b> (Atlas Activity ID)	Mine Action Operations cell strengthened to manage all international and national mine clearance assets with a decreasing amount of internationally funded support personnel.	Start Date: August 2010 End Date: Dec 2012
<b>Purpose</b>	To strengthen the management capacity of the RMAC	
<b>Description</b>	Development of strategies to allow for sufficient management capacity of the RMAC to respond to the level of mine clearance needs.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Cleared land that is free of mines and UXO	QA and QC conducted by the RMAC of the process and completed work.	Throughout the project cycle
<b>Activity Result 2</b> (Atlas Activity ID)	Quality management system developed and implemented to provide institutional assurances that the mine clearances are conducted in accordance with international standards.	Start Date: August 2010 End Date: Dec 2012
<b>Purpose</b>	To provide institutional assurances that the mine clearances are conducted in accordance with international standards.	
<b>Description</b>	Development and institutionalization of quality management systems for LMAC and RMAC	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Clearances conducted in accordance to international standards.	Number of quality management issues and non-compliance reports	Throughout the project cycle.

<b>OUTPUT 3: Cluster munitions and mine clearance supported through a partnership between international and national clearance NGO.</b>		
<b>Activity Result 1</b> (Atlas Activity ID)	Clearance conducted in accordance to national priorities and to national standards.	Start Date: August 2010 End Date: Dec 2012
<b>Purpose</b>	To support the clearance of mine and cluster munitions by a partnership of national and international NGOs, in accordance to the National Mine Action Standards.	

<b>Description</b>	Establishment of a framework of partnership between an international NGO and the national NGO, Lebanese Demining Organisation (LDO); mentoring and technical capacity building of the national mine clearance NGO.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Partnership between international and national NGOs	MoU signed under the auspices of the LMAC	At the beginning of the project
<b>Activity Result 2</b> (Atlas Activity ID)	National clearance NGO strengthened to conduct independent clearances in accordance with national and international standards.	Start Date: August 2010 End Date: Dec 2012
<b>Purpose</b>	To support the national mine clearance NGO, LDO, to develop its management/technical capacity through a capacity development plan, and through mentoring with an international NGO.	
<b>Description</b>	Development and implementation of a capacity development plan.	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Clearances conducted without the support of the international clearance NGO.	Cleared land free of mine and UXO	At the conclusion of the capacity development plan.
Governance and management systems in place, and in conformity with international standards.	The NGO has corporate governance in accordance to Lebanese law.	Auditing at the conclusion of each financial year.

## VI. LEGAL CONTEXT

16. This document together with the CPAP signed by Lebanon and UNDP constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.
17. The implementing Partner shall:
- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

## RISK LOG

<b>Project Title:</b> Support to Lebanon Mine Action Programme	<b>Award ID:</b>	<b>Date:</b>
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Lack of sufficient funding to implement all activities under the proposed programme.	Project planning stage.	Financial	The impact on the project would be that the project would not be able to deliver some of the activities that are required for the project outputs to be achieved affecting the sustainability of the project. Probability = 2 Impact = 5	Proactive resource mobilization strategy -Strong communications and outreach with members of the International Support Group. -Active/robust advocacy initiated by the UN Resident Representative/Coordinator	UNDP	Project Manager		
2	Full national capacity including for mine clearance, not realised.	Project initiation date	Financial	This would affect future funding for mine action activities in Lebanon post 2012 Probability = 2 Impact = 4	Ongoing reviews to identify capacity gaps that can be filled through modifications in overall project, operations additional training etc.	UNDP	Project Manager		
3	Conflict in Lebanon	Project initiation stage	Political	Hostilities in Lebanon would jeopardise the delivery of the project. Additional contamination would result in the need to increase the capacity of the LMAC and exacerbate current management weaknesses. Probability = 2 Impact = 5	Development of a scalable capacity that can respond to either an increase in clearance assets or the assessment of further contamination in Lebanon.	UNDP	Project Manager		



### Annex III

## STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT OF LEBANON (MINISTRY OF DEFENSE) FOR THE PROVISION OF SUPPORT SERVICES

Excellency,

1. Reference is made to consultations between officials of the Government of Lebanon (hereinafter referred to as “the Government”) and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed “Support to Lebanon Mine Action Programme – Phase II”. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.

2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered.

3. The UNDP country office may provide, at the request of the designated institution, the following implementation support services for the activities related to project delivery:

- i. Payments, disbursements and other financial transactions
- ii. Recruitment of staff, project personnel, and consultants
- iii. Procurement of services and equipment, including disposal
- iv. Organization of training activities, conferences, and workshops, including fellowships
- v. Travel authorization, visa requests, ticketing, and travel arrangements
- vi. Shipment, custom clearance, vehicle registration, and accreditation

4. *The UNDP country office will also provide, the following general oversight and management services for the activities of the project which include the following:*

- i. Project identification, formulation, and appraisal
- ii. Determination of execution modality and local capacity assessment
- iii. Briefing and de-briefing of project staff and consultants
- iv. General oversight and monitoring, including participation in project reviews
- v. Receipt, allocation and reporting to the donor of financial resources
- vi. Thematic and technical backstopping through Bureaus

5. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. If the requirements for support services by the country office change during the life of a programme or project, the project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.

6. The relevant provisions of the Standard Basic Agreement with the Government (the "SBAA"), dated 10 February 1986, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed project. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in paragraphs 3 and 4.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3&4 above shall be specified in the project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for the nationally managed "Support to Lebanon Mine Action Programme - Phase II".

Yours sincerely,

Signed on behalf of UNDP  
Marta Ruedas  
Resident Representative

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For the Government  
H.E. Minister Elias El Murr  
Minister of Defence

Date

