

# United Nations Development Programme

## Country: Libya Project Document

**Project Title:** Supporting the capacity development of Central and local stakeholders in mine action activities in Libya.

**UNDAF Outcome(s):** N/A

**Expected CP Outcome(s):** Central and local government authorities are strengthened to provide better public services to Libyan citizens by reducing the threat from mines and ERW.

**Expected Output(s):** Institutional and human capacities developed for mine action:

- The National mine action capacity in Libya will achieve a practical knowledge of the extent and impact of the mine problem and systems to manage and communicate mine action data.
- Strengthened national structures and systems in place to manage and coordinate mine action according to International Standards and best practices.
- The National mine action capacity will benefit from and contribute to international cooperation in mine action.

**Executing Entity:** UNDP

**Implementing Agencies:** UNDP / DIM

### Brief Description

The overall objective of the capacity building project is to develop and modernize the national structures of the mine action program already in place in Libya in order to better address the threat posed by landmines and ERW in Libya. A particular focus of the project will be on providing support to enhance the coordination and management of mine action activities in Libya.

An added value of a successful joint programme is foreseen to be enhanced and strengthened international peaceful cooperation between not only Libya and the UN, but also Libya, neighbouring countries and the wider International Community.

The expected end of project outputs are that the National mine action capacity in Libya will achieve a practical knowledge of the extent and impact of the landmine problem, will have the necessary structure and systems in place to manage and coordinate mine action in accordance with International Standards and best practices, and will benefit from and contribute to international cooperation in mine action, including Small Arms and Light Weapons and ammunition management.

|                                   |                                     |
|-----------------------------------|-------------------------------------|
| Programme Period:                 | 24 month                            |
| Key Result Area (Strategic Plan): | Conflict Prevention<br>And Recovery |
| Atlas Award ID:                   | _____                               |
| Start date:                       | Jan -2014                           |
| End Date                          | Dec-2015                            |
| PAC Meeting Date                  | _____                               |
| Management Arrangements           | DIM                                 |

|                            |            |
|----------------------------|------------|
| Total resources required   | 10,686,500 |
| Total allocated resources: | _____      |
| • Regular                  | _____      |
| • Other:                   | _____      |
| o Donor                    | _____      |
| o Donor                    | _____      |
| o Donor                    | _____      |
| o Government               | _____      |
| Unfunded budget:           | 10,686,500 |
| In-kind Contributions      | _____      |

Agreed by (Government)

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Agreed by UNDP (Executing Entity):

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## **I. SITUATION ANALYSIS**

### **Introduction**

Libya belongs to the 'high human development' countries achieving the 56th position among the world's 177 countries and with a Human Development Index (HDI) of 0.818 in 2005.

Between 2000 and 2010, Libya has recorded favorable growth rates with an estimated 8.1% growth of GDP in 2006 and together with an estimated population of 5.8 million, a life expectancy at birth rate of almost 76 years and a per capita income of US \$ 11,630 in 2005, Libya stands in a very favorable position to achieve the Millennium Development Goals (MDG) by 2015.

Libya's foreign policies have undergone much fluctuation and change since the state was proclaimed on 24. December 1951. After the 1969 coup, Muammar al-Gaddafi closed the American and British bases and partially nationalized foreign oil and commercial interest in Libya. During the 1980s, Libya increasingly distanced itself from the West, and was accused of committing mass acts of state-terrorism, which led to a number of sanctions imposed by the UN Security Council. In 2003, more than a decade after the sanctions were put in place, Libya began to make dramatic policy changes in regard to the Western world with open intention of pursuing a Western-Libyan détente. The Libyan Government announced, for example, to abandon its weapon of mass destruction programme – a decision that was welcomed by many Western nations and was seen as an important step for Libya towards re-joining the international community. Furthermore, the Libyan Government made a formal request to UNDP for technical support to its ongoing mine action and ERW clearance programme along the Egyptian and Chadian border. Establishing such a programme was seen as vital, as clearance of mines and ERW will facilitate increased access for socio-economic development activities. Of course, the changes resulting from the uprising and 2011 have had a significant effect on the institutional landscape of Libya and work must now be done to rebuild the institutions involved in mine action in Libya.

### **Scope of the Problem**

Libya is contaminated with landmines and Explosive Remnants of War (ERW) as a result of the North Africa Campaign during World War II and as well as wars with Egypt in 1977 and Chad from 1980 to 1987. The border regions with Chad, Egypt, Sudan and Tunisia are affected to varying degrees by mines and unexploded ordnance (UXO) as are areas in the north of the country along the Mediterranean coastal areas. There are unconfirmed suspect hazardous areas in desert areas, ports, urban areas and along beaches. A smaller degree of threat is thought to exist from sea mining operations in WWII along with threats posed by sunken warships.

The precise extent of the 'legacy' mine and ERW problem from WWII is not known. There are no known or available maps of mines laid along the border with Chad and Sudan. However, relatively precise and comprehensive maps of mined areas exist for those laid on the border with Egypt. The Libyan government estimates that mines have been laid along a 400 km stretch of border with Egypt. For ordnance from WWII, Germany Italy and the United Kingdom have shared over maps of minefields to Libya in the recent years, but given the length of time since the North African Campaign it is extremely unlikely that they are representative of the true nature of the problem. According to the Ministry of Defence in 2009, the area's most affected by mine and UXO are Bir Hakim in South and Tobruk, El Ghazala, Agdabiah, Al' Ougilaa and Benghazi in the north. In some areas modern minefields may have been laid adjacent to WWII minefields. Overall it has been estimated that between 1.5 and 2 million mines have been planted in Libya and an unknown quantity of UXO contaminates the country.

The internal conflict of 2011 has significantly impacted on an already complex mine, UXO and ERW situation. Conflict was intense in localized areas and significant quantities of land service ammunition (LSA) were used. Much of this ammunition was old, and therefore the failure rate of LSA used by both sides in the conflict has increased and spread the UXO/ERW threat and clearance requirements. NATO attacks on ammunition depots also resulted in large stockpiles of

potentially unstable ammunition, with large quantities of UXO been created as a result of these attacks. A small number of unexploded NATO bombs have also been encountered. In 2011 the Joint Mine Action Coordination Team (JMACT) conducted a rapid needs assessment that provides an overview of the recent contamination.

In 2010, mine clearance and survey operations were undertaken by the Libyan Military, Libyan Civilian Defense Forces as well as a range of private contractors. The ministry of Defense was responsible for clearing areas serving either a military or civilian development purpose, while private contractors were usually sub-contracted by Oil companies to enable seismic exploration and extraction to take place without risk of accidents: generally, this does not constitute clearance to international norms. Civil Defense teams were responsible for responding to 'spot task' reports of UXO and also supported commercial clearance projects. No non-governmental organizations were undertaking humanitarian and development based clearance in Libya before 2011.

The institutional landscape changed significantly in 2011. The UNDP program was halted when the UNDP Country Office was attacked and personnel were withdrawn. The United Nations Mine Action Service (UNMAS) deployed the Joint Mine Action Coordination Team (JMACT), first into Benghazi and then into Tripoli, with the intent of coordination the emergency humanitarian response to the increased threat, particularly from UXO. A number of international NGO deployed emergency response explosive ordnance disposal (EOD) teams and some emergency EOD work was also undertaken by the "brigades," often using volunteers. In late 2011 the Libyan Mine Action Centre (LMAC) was constituted and on 1 July 2012, the JMACT reduced its role and is now known as the Arms and Ammunition Advisory Section to the UN Support Mission in Libya (UNSMIL) and focuses on supporting ammunition management and weapons related issues on behalf of UNSMIL.

### **Impact of Mine and ERW Contamination**

A systematic survey and analysis of mine and ERW contamination has yet to be carried out, however landmines and ERW are recognized to have a significant negative impact on Libya, particular as a constriction to socio-economic development. The large quantity of landmines and ERW affecting Libya are located near potential development areas, and thereby not only impedes development efforts, but also causes continuous threat to local inhabitants, and especially women and children working in the fields/farming. The Libyan organization, the Libyan Demining Association (LDA) (now defunct), reported that mines have caused considerable financial and human loss and impeded transportation, oil prospecting, tourism, land reclamation and pasture. A BCPR-Mine Action mission that was deployed in August 2008 to Libya confirmed that very few mined areas were properly marked, and that civilians continue to use mine and UXO/ERW contaminated areas for cultivation, grazing and infrastructure projects and housing.

The total number of landmine casualties in Libya is not known. Reports compiled by the Libyan police before 2011 indicate that 11,845 landmine casualties were recorded between 1940 and 1995, including 6,749 people killed and 5,096 injured. No gender disaggregated data is available; however local authorities acknowledge that women and children are often the most affected. Landmine Monitor did not report any new casualties between 1999 and mid-2008. However, there is reason to believe that casualties were still occurring. During May 2008, days after the launch of Mine Action initiative in Tobruk, two senior Military personnel undertaking demining work were killed and in July 2008 and a WFP truck driver was killed by an anti-tank mine close to the Sudanese border.

Since the fighting began in 2011, the number of casualties, particularly from UXO, increased significantly, although at the time of writing there is no comprehensive quantitative data on the casualty numbers.

### **Institutional arrangement for Mine Action in Libya**

Work was in process before 2011 to develop an effective institutional framework for mine action in Libya. This included the drafting of a National Strategy, the formalisation of the role of a

coordination body which was constituted by the Government of Libya for overseeing the national mine action programme. The national programme comprised a secretariat and was to be convened at inter-ministerial level. The strategy also set out the roles and responsibilities of a secretariat and also the division of responsibilities between the various implementers, including the Army, Civil Defence and civilian institutions.

### **United Nations Assistance to Mine Action in Libya**

Responding to a request from the government of Libya in 2006 for assistance in mine action, the United Nations fielded an inter-agency assessment mission. However, it did not lead to any UN supported mine action initiatives in the country at that time. In 2008, the Government of Libya requested the support of the UN and based on a number of formal consultations, the UNDP Country Office and the Government of Libya through the Demining Association signed on the 27. May 2008 a *Letter of Intent*, in which both parties agreed to explore joint partnership initiatives for the purpose of raising public awareness of the landmine problem in Libya and tackling the negative development impact of landmines in the country. A UNDP-BCPR technical mission was undertaken in August 2008 in order to help lay the foundation of a future joint partnership between UNDP and the Government of Libya and the Libyan Demining Association.

The earlier phases leading to the current scope of this project document took place between 2009 and 2010, with the provision of two consultancy missions to Libya. The first mission, in 2009, assisted in the development of Libyan national mine action standards (LMAS) and standing operation procedures. The second mission, in the last third of 2010, provided assistance in drafting the national strategic plan for mine action in Libya, and also helped in preparing for a number of follow-on capacity development projects, including the preparation of an earlier draft version of this project document, that was developed later during 2013 in line with updated Mine Action Sector requirements based on the results of conducted scoping studies and needs assessment analysis studies. After the end of the emergency mission of JMACT, UNDP now stand ready to provide institutional management support and capacity development to the National Mine Action Authority (NMAA).

### **Challenges to be Addressed**

As already stated, several actors including the Ministry of Defence and private contractors operating on behalf of the international Oil companies, are (or have in the past) undertaking mine clearance activities in certain regions of Libya. However, as identified by the BCPR Mine Action mission in August 2008, there are a number of challenges related to the ongoing Mine Action programme in Libya that needed to be addressed in order to enable Mine Action activities to be carried out according to International Standards, as well as to modernize and develop the overall national programme capacity. The most pressing challenges are related especially to data and information management, coordination and quality assurance and management.

### **Lack of Information and Survey**

The most pressing problem continues to be is the lack of information. This will require a non-technical survey (NTS) to establish the approximate extent and the impact of suspected hazardous areas (SHA) that are affecting the local community and potential development projects. The survey exercise should include a scoping exercise and a cost-benefit analysis to identify the required size of a mine action program in Libya. A technical survey on the ground as a second phase in the survey process will be required based on anomalies found in the NTS.

### **Mine Risk Education**

There is a lack of information on the knowledge of local communities to the mine and ERW threat; it is important to understand what people already know and what coping strategies they have in place, in order to create appropriate Mine Risk Education (MRE) interventions. This must take into account the legacy minefields and the new contamination. There must also be a scoping study to analyse this data and determine the approximate requirements for a landmine/UXO remediation programme.

### **Victim Information**

There is a lack of information on landmine casualties, including a detailed understanding of what landmine survivor assistance programmes are in place and what might be necessary. It is intended to establish a national victim database.

### **Data and Information Management**

Currently there is neither a fledgling centralised national database for the storage of operational data management information or a repository for the storage and analysis of mine impact related data. For the former, this includes survey data as available and clearance completion report by operators. Military mine clearance teams kept reports on cleared areas etc. in hard copies but did not transfer the information to a centralized level. Furthermore, information concerning private contractors was kept by the contracting companies (usually Oil companies) and clearance operators. There is a need to collect data on mined areas, demographic and gender disaggregated information, development impact and humanitarian threats. A surveillance system to track mine incidents and accidents should be established in cooperation with the Ministry of Health. However there are a number of bilateral initiatives to gather and collate data.

### **Lack of Gender Analysis**

Gender analysis is critical for mine action - not only for making sure that the programme benefits all members of a community, but also that specific gender sensitive needs and interests are addressed properly. There is currently no information available on the impact of landmines and ERW that disaggregates age or gender.

### **Coordination**

Given the number of stakeholders involved in mine action activities in Libya, there is a strong need to further develop an effective coordination mechanism to ensure resources are applied efficiently and effectively to address the threats to the population and development. The sharing of planning documents as well as progress and completion reports by operators with the National Mine Action Executive (NMAE) will ensure that a full picture of the nature and extent of the remaining landmine problem resides with the government. Developing the coordination capacity of the mine action program is critical for improving the effectiveness and capacity of mine action in Libya.

### **Other Enabling Activities**

There are a number of other enabling activities that could also help develop the Libyan mine action capacity, that fall outside the information gathering and coordination issues described above. These are discussed below.

## **Progress**

Some activity has already been undertaken, by Libyan institutions, by UNDP under this project Initiation Plan, and most recently by JMACT and other actors; furthermore, UNDP has access to the necessary technical expertise needed to assist the programme. There is currently a high degree of interest in undertaking a joint programme as well as commitment to provide the resources necessary to make it successful. International Oil companies have likewise expressed interest in programmes designed to better manage mine information and help coordinate mine action projects. Furthermore, it is believed that there remains significant will at the national level for commitment of financial, material and human resources to manage and coordinate the remaining mine action activities. The threat posed by landmines and ERW is realistically a long-term issue that will require a long-term view to deal with the residual threats long after the majority of known contamination has been cleared.

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## **II. STRATEGY**

### **Outcome of the Project**

Recognizing that mine action in Libya is both a humanitarian issue and also a major developmental concern, this project falls within the scope of the UNDP Country Programme for 2013-2014, and is associated with outcome 2 of the Country Programme: *“Central and local government authorities are strengthened to provide better public services to Libyan citizens”*.

### **Project Objective**

As stated in the draft Libyan National Strategic Plan: “The strategic goal of the Government and its development partners over the 2011 -2021 period is to reduce the humanitarian and socio-economic threats posed by Landmines/UXO to the point where a residual amount of contamination remains that poses no significant impact on the population or infrastructure, and where capacity remains to take account of the needs of future development”.

The objective of the project is therefore to develop and modernize national structures to better address the impediments to development and the security risk posed by landmines and ERW. A particular focus of the project will be on providing support to enhance the coordination and management of mine action activities in Libya. An added value of a successful joint programme is foreseen to be enhanced and strengthened international peaceful cooperation between not only Libya and the UN, but also Libya, neighbouring countries and the wider International Community, and should also contribute to increased security in Libya through the securing and disposal of redundant explosive ordnance and weapons.

### **Description of the Project**

Within the project, UNDP will provide technical expertise and support through the provision of a Chief Technical Adviser to the NMAA/E and through the provision of training and development assistance it will also help to conduct enabling activities to assist the national mine action program and other stakeholders. NMAA/E will undertake to mobilize the remaining financial and human resources to make the programme successful, with assistance from UNDP where necessary. Furthermore, a successful joint programme can help enhance and strengthen international peaceful cooperation between not only Libya and the UN, but also Libya, neighboring countries and the wider international community. An important component of the project will therefore also be to strengthen the relationship and cooperation with not only other mine affected countries, but in particular ongoing and similar mine action projects in neighboring countries, particularly those in which UNDP are currently undertaking mine action activities.

The First preparatory phase of this project was from 2009 to 2010. ProDoc has been prepared based on an analysis of the results of this project initiation plan and within the context of the new Country Programme Document, is intended to last two years, from June 2013 to August 2015. Some interim activity was begun as part of a Project Initiation Plan (PIP) in 2012-2013, mobilizing resources for National Strategy development and National Mine Action Coordination Framework.

### **Guiding Principles**

The project will be implemented based on the principles of, National ownership, Sustainability, Partnership among the government of Libya, the UN, civil society, private sector and the donor community. All capacity development activities that will be carried out within the framework of this project will be based on clear and well defined humanitarian and/or developmental needs. Within the UN system and within the framework of the UN mine action policy (Mine Action and Effective Coordination: the United National Inter-Agency Policy), UNDP provides institutional and technical support to mine affected countries to develop a sustainable and comprehensive national mine action program. UNDP has therefore agreed to conduct a mine action project in Libya to support national mine action efforts in the country.

The general technical support by UNDP to the Government of Libya (NMAA & NMAE) will include:

### **Engagement with Other UN Partners**

UNDP will engage other UN partners based on the UN Mine Action Policy. For instance, MRE and VA activities will be closely coordinated with UNICEF who has a lead role in MRE within the UN system. Similarly, close coordination will be maintained with the United Nations Mine Action Service (UNMAS) through the UNDP Mine Action Team of BCPR in New York and within the framework of the UN Inter-Agency Coordination Group for Mine Action. Close partnership will be sought with UNSMIL in the specific subject of ammunition management whilst this remains part of the UNSMIL mandate. UNOPS procurement and project implementation support will be utilized as appropriate and necessary, especially for international procurement of specialized equipment. The decision of seeking UNOPS engagement will be based on relative cost effectiveness and technical qualities.

### **Partnering with Relevant International Organizations:**

UNDP has a global MOU with Geneva International Centre for Humanitarian Demining (GICHD) and will investigate where GICHD could provide practical assistance to Libya. For example, in the area of Information Management, the most commonly used system is the Information Management System for Mine Action (IMSMA). The project will investigate the potential of GICHD for providing training and the IMSMA software, while the hardware requirement will be met by the project. This requirement will be coordinated with the geographic information system (GIS) assistance currently being provided to LMAC via Norwegian People's Aid (NPA) and latterly by UNMAS in addition.

### **South-South Cooperation**

In line with UNDP advocacy for seeking South-South solutions, UNDP will help facilitate exchange and expertise between Libya and other mine affected countries. UNDP/BCPR has a global Mine Action Exchange project that can be utilized for such an exchange. It should be mentioned that Libya is already providing mine action support to Chad and that similar mine action projects are established throughout Africa and the Middle East. This provides excellent possibilities of cooperation and exchange of information etc. Such activities have already been initiated via 2013 PIP activities.

## **Partnership with External Stakeholders**

UNDP will assist and facilitate the government of Libya to establish and improve relations with external stakeholders, including relevant governments. Possibilities of in-kind contribution will be explored further with relevant partners. UNDP undertakes resource mobilisation from a humanitarian and development perspective.

## **Public-Private Partnership**

Given the high interest of the private sector and especially oil companies, there is a clear potential for partnering with the private sector. UNDP, as part of its technical assistance, will assist NMAA/E to explore opportunities for establishing public-private partnerships as well as enhance the overall coordination on mine related issues.

In addition to this general support, throughout project execution phases, a series of enabling activities will be undertaken, which are set out below. Furthermore, the project will address gender issues through the inclusion of gender disaggregated data in needs assessments and baseline data collection.

## **Project Outputs**

The following three outputs will be produced during project execution phases:

### **Output 1**

The National capacity of Libya will achieve a practical knowledge of the extent and impact of the mine problem and systems to manage and communicate mine action data.

### **Output 2**

Necessary national structures and systems to manage and coordinate mine action according to international standards and best practices, will be put in place and strengthened

### **Output 3**

The National capacity of Libya will benefit from and contribute to international cooperation in mine action



**Activities Supporting Information Gathering (Output 1):**

A narrative summary of activities supporting information gathering and coordination are set out in the following table. More detail is given in the Results and Resources Framework and the Annual Work plan Budget Sheet below.

| Task No | Description  |
|---------|--|
| 1.1     | Implementation of a two-year project to conduct a Non-Technical and Technical Survey (NTS and TS) to assess the extent and the overall impact of landmine and explosive remnants of war contamination through secondary data analysis and collection of preliminary views and techniques of risk analysis in close coordination with the NMAA/E and the Libyan Center for Disease Control (or University Faculty) and a development partner with the support of National Safety Authority (NSA). |
| 1.2     | Needs assessment for mine awareness which provides a baseline for intervention in the design of mine risks awareness and subsequent assessments of knowledge, attitude and practice (KAP) of the effectiveness of MRE to be implemented through the Libyan Center for Mine Action (LMAC) with a development partner.   |
| 1.3     | The development and introduction of GIS database system capable of analyzing and presenting the results of the above activities and collection of existing records and historical information to be implemented through the NMAE with a development partner.   |
| 1.4     | Assist in the development of a national mine action strategy to include the five pillars of mine action along with other related and NMAA/E mandated responsibilities.   |
| 1.5     | Develop Victim Information System (VIS) that can collect current information and receive information on any new victims. To be carried out and coordinated with relevant development partners and organizations.   |

**Activities supporting coordination and capacity development (Output 2)**

A summary of activities supporting coordination and capacity development are set out in the following table. More detail is given in the Results and Resources Framework and the Annual Work plan Budget Sheet below.

| Task No | Description  |
|---------|--|
| 2.1     | Development of the office and the staff of the LMAC to be a focal point for the mine action sector (humanitarian and commercial operators and relevant government bodies, potential donors and relevant stakeholders) in Libya to be implemented through the NMAE. |
| 2.2     | Training Needs Assessment for the training of national capacity for mine clearance and explosive ordnance disposal (EOD), to be implemented through NMAE.  |
| 2.3     | Develop and coordinate national capacities for EOD to be implemented through relevant national and international organizations.  |
| 2.4     | Developing and securing national capacities in the field of quality assurance and quality control to be implemented through NMAE.  |

**Activities supporting greater cooperation and networking (Output 3)**

A narrative summary of activities supporting cooperation and networking are set out in the following table. More detail is given in the Results and Resources Framework and the Annual Work plan Budget Sheet below.

| Task No | Description  |
|---------|--|
| 3.1     | Strengthen Libya's cooperation with external stakeholder on mine action.   |
| 3.2     | Organize a workshop to develop a private/public sector partnership in mine clearance.  |
| 3.3     | Develop an exchange programme of mine action mine action to at least one country (potentially Lebanon) over two years.   |
| 3.4     | Organize a technical workshop with international participation / and participate in relevant technical workshops and organize at least one exchange and risk awareness workshop.                                       |
| 3.5     | Participate in the meeting of directors of UN Programme Managers' in Geneva hosted by the Geneva International Centre for humanitarian demining and engage with the relevant international conventions on mine action. |

**Duration of activities:**

Activities expected to run over a 24 month fast track project providing that required funds are available, starting early 2014, and ending by late 2015. An annual work Plan is provided below to show expected duration per each planned activity.

**Activities by other actors**

Given the hiatus in the project caused by the fighting in 2011 and the subsequent evacuation of UNDP, it is unsurprising that other actors have – to some extent – filled the gaps, and a number of the activities planned in 2010 for this project scoping studies have already been identified by other actors, including, but not limited to, UNICEF, UNMAS, ICRC and NPA. However, it is understood from the scoping mission undertaken by UNDP in June 2012 that whilst these needs have been identified by other actors, few of these activities are yet funded. Therefore, it is the intent that UNDP should continue to seek funding for all of these activities, but that should any (or indeed all) of these other actors be successful in obtaining bilateral funds then UNDP will facilitate and coordinate their activities with NMAE.

**New capacity development requirements**

The events of 2011 have greatly increased the extent of the landmine/ERW problem in Libya, through increased levels of contamination. However they have also increased the scope of the problem through the introduction of other needs that were not present in 2010, firstly the need to help collect and dispose of redundant weapons held by the community, commonly referred to as 'Small Arms and Light Weapons' SALW). Although SALW projects are more focused on small arms and ammunition rather than explosive ordnance, this distinction is often lost on the wider public and there tends to be a blurring of such activities in practice, for example when a weapons collection team is presented with a bag of hand grenades. SALW projects often work hand-in-hand with projects to demobilize, disarm and reintegrate combatants (DDR). Secondly, there is a need to assist the Libyan Army with the control of its ammunition storage areas, many of which were destroyed or damaged by NATO during 2011. Some immediate work to this effect was initiated by JMACT and the US Department of State office of Weapons Removal and Abatement, and any capacity development undertaken by UNDP will be designed to take this early work into account. Any activity by UNDP in this field would be under a separate Project Document.

**Other capacity development activities**

A number of follow on activities are intended, and these are listed below. It is not possible to quantify them at this stage until many of the enabling activities listed above are completed. It is expected that an addendum to this ProDoc will be issued including more quantitative assessments of the requirement for these follow-on tasks.

- Design and establishment of MRE program (in collaboration with relevant organizations)
- Design and establishment of technical survey capacity
- Development of training facility
- Continued technical assistance

UNDP will support NMAA & NMAE's endeavors to promote efficiency, effectiveness and impact of the mine action sector in Libya. Below are highlighted the main areas of UNDP's broad range of assistance. As the mine action portfolio develops in country, so the needs will change. In addition, third-party mine action stakeholders with the required competence and experience will assist in the overall aims with national mine action authority coordination and approval. Therefore, the below outputs are highlighted along with their required indicative budgets that will reduce as third-party agencies conduct some of the activities with their own resources.

### III. RESULTS AND RESOURCES FRAMEWORK (JAN 2014 – DEC 2015)

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|--|
| <b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b><br>Central and local government authorities are strengthened to provide better public services to Libyan citizens.  |
| <b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b><br>(1) Partner institutions are delivering basic services in a transparent and accountable manner (Use of gender-disaggregated data for this indicator)<br>(2) National Mine Action Executive is carrying out mine action according to international norms and standards.  |
| <b>Applicable Key Result Area (from 2008-11 Strategic Plan):</b>   |
| <b>Partnership Strategy:</b> UNDP will partner with international service providers to provide the required international technical expertise to the Libyan national capacity. The project will be executed through the NMAE, although other organisations will also be supported. A means for the NMAE to take on activities previously undertaken by JMACT during the transition phase will also be developed. Work undertaken will also take account of other activities being conducted by bilateral actors. |

**Project title and ID (ATLAS Award ID):** Capacity building to support the Demining Association and the National capacity of Libya in Mine Action activities.

| INTENDED OUTPUTS   | OUTPUT TARGETS FOR (2 YEARS)  | INDICATIVE ACTIVITIES   | RESPONSIBLE PARTIES  | INPUTS  |
|--|---|---|--|---|
| <p><b>Output 1</b><br/>Libyan Mine Action Sector will achieve a practical knowledge of the extent and impact of the mine problem, and systems to manage and communicate mine action</p> <p><b>Baseline:</b><br/>No proper management and information system in place; scattered information on the impact of the mine problem, lack of conducted assessment, including assessment on the extent and impact of the mine problem in Libya. Some work put in place by JMACT and NPA</p> <p><b>Indicators:</b><br/>Evidence based understanding of the mine problem in Libya, a management and information system in place to effectively handle mine action related information. A public information campaign has been launched.</p> | <p><b>Targets (over 2 years)</b></p> <ul style="list-style-type: none"> <li>- Better understanding and documentation of information about the mine problem, including its gender dimension.</li> <li>- Better understanding and documentation of information on the mine action work that are currently taking place.</li> <li>- Existing information consolidated.</li> <li>- Surveillance system developed.</li> <li>- Information management system in place.</li> </ul> | <ol style="list-style-type: none"> <li>1. Implementation of a two-year project to conduct a Non-Technical and Technical Survey (NTS and TS) to assess the extent and the overall impact of landmine and explosive remnants of war contamination through secondary data analysis and collection of preliminary views and techniques of risk analysis in close coordination with the NMAE and the Libyan Center for Disease Control (or University Faculty) and a development partner with the support of National Safety Authority (NSA).</li> <li>2. Needs assessment for mine awareness which provides a baseline for intervention in the design of mine risks awareness and subsequent assessments of knowledge, attitude and practice (KAP) of the effectiveness of MRE to be implemented through the Libyan Mine Action Centre (NMAE) with a development partner.</li> <li>3. The development and introduction of GIS database system capable of analyzing and presenting the results of the above activities and collection of existing records and historical information to be implemented through the NMAE with a development partner.</li> <li>4. Assist in the development of a national mine action strategy to include the five pillars of mine action along with other related and NMAE mandated responsibilities.</li> <li>5. Develop Victim Information System (VIS) that can collect current information and receive information on any new victims. To be carried out and coordinated with relevant development partners and organizations.</li> </ol> | <p><b>UNDP, NMAE, &amp; relevant development partners</b></p> <p><b>UNDP, NMAE &amp; relevant development partners</b></p> <p><b>UNDP, NMAE &amp; relevant development partners</b></p> <p><b>UNDP, NMAA, NMAEE &amp; relevant development partners</b></p> <p><b>UNDP, NMAE, relevant development partners &amp; Organizations.</b></p> | <p>Chief Technical Adviser to NMAE.<br/>International consultant for MRE needs assessment.<br/>International consultant for VIS<br/>Translator<br/>One 4x4 vehicle<br/>National Travel<br/>UNDP audit</p> <ol style="list-style-type: none"> <li>1. NTS 1,800,000 USD</li> <li>1. TS 5,000,000 USD</li> <li>2. Part of Activity 1 budget</li> <li>3. 300,000 USD</li> <li>4. 50,000 USD</li> <li>5. 225,000 USD</li> </ol> <p style="text-align: right;"><b>Total proposed budget:<br/>\$ 7,400,000</b></p> |

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|  |   |  |  |  |
|--|---|--|--|--|
| <p><b>Output 2:</b><br/>Necessary national structures and systems in place to manage and coordinate mine action according to international standards and best practices</p> <p><b>Baseline:</b><br/>Mine clearance is currently conducted. No system in place for accreditation, no national legislation on MA and no guiding standardized policies on clearance, contracting or quality assurance.</p> <p><b>Indicators:</b><br/>Mine action/clearance activities in Libya is being carried out according to relevant policies and guidelines are developed to ensure quality and proper implementation of mine action related activities in Libya.</p> | <p><b>Targets (over 2 years)</b></p> <ul style="list-style-type: none"> <li>- Achievement of the projects goals is assured through the fostering of a positive political, legal and operational environment.</li> <li>- Ensure all MA operators in Libya are duly accredited and operating to standard</li> <li>- Libya's mine action Capacity is strengthened through training of team leaders.</li> <li>- Develop a gender sensitive approach to demining</li> </ul>  | <ol style="list-style-type: none"> <li>1. Development of the office and the staff of the NMAE to be a focal point for the mine action sector (humanitarian and commercial operators and relevant government bodies, potential donors and relevant stakeholders) in Libya to be implemented through NMAE.</li> <li>2. Training Needs Assessment for the training of national capacity for mine clearance and explosive ordnance disposal (EOD), to be implemented through NMAE. (To be coordinated with GIZ studying the best practical means of technical survey in Libya, EOD remote sensing, and any subsequent new technology where appropriate.</li> <li>3. Develop and coordinate national capacities for EOD to be implemented through relevant national and international organizations.</li> <li>4. Developing and securing national capacities in the field of quality assurance and quality control to be implemented through NMAE.</li> </ol> | <p><b>UNDP, NMAE &amp; relevant development partners</b></p> <p><b>UNDP, NMAE, relevant development partners &amp; organizations</b></p> <p><b>UNDP, NMAE, relevant development partners &amp; organizations</b></p> <p><b>UNDP, relevant development partners &amp; organizations</b></p> | <p>UNDP Technical Advisors x 3<br/>Training courses (PRINCE2 and IPDET)<br/>Consultant (MRE)<br/>Consultant (Tech Survey)<br/>Consultants (SALW and Ammo)<br/>FA Training team<br/>Demining training team<br/>EOD/QA training team<br/>Equipment and vehicles<br/>Translator<br/>4x4 vehicle<br/>National Travel<br/>Costs:<br/><b>945,000 USD</b><br/><b>100,000 USD</b><br/><b>900,000 USD</b></p> <p style="text-align: right;"><b>200,000 USD</b></p> <p style="text-align: right;"><b>Total proposed budget: \$ 2,145,000</b></p> |
| <p><b>Output 3:</b><br/>National mine action stakeholders will benefit from and contribute to international cooperation in mine action and learning opportunities</p> <p><b>Baseline:</b><br/>Libya is currently only participating to a limited extent in international mine action meetings and is only to a limited extent undertaking cooperation with external stakeholder on mine action.</p> <p><b>Indicators:</b><br/>Increased participation in international mine action related meetings and increased cooperation with external stakeholder, including exchange programmes to similar mine action projects.</p>                              | <p><b>Targets (over 2 years)</b></p> <ul style="list-style-type: none"> <li>- Increased participation from Libya to International technical MA meetings</li> <li>- Formal agreements of support established with International Mine Action related institutions</li> <li>- Formal agreement on technical exchange programme in EOD and mine clearance established.</li> <li>- Libyan official participating in the Mine Action Exchange programme (MAX) – and in particular with neighbouring countries or similar mine action projects.</li> </ul> | <ol style="list-style-type: none"> <li>1. Strengthen Libya's cooperation with external stakeholder on mine action.</li> <li>2. Organize a workshop to develop a private/public sector partnership in mine clearance.</li> <li>3. Develop an exchange programme of mine action to at least one country (potentially Lebanon) over two years.</li> <li>4. Organize a technical workshop with international participation / and participate in relevant technical workshops and organize at least one exchange and risk awareness workshop.</li> <li>5. Participate in the meeting of directors of UN Programme Managers' in Geneva hosted by the Geneva International Centre for humanitarian demining, (2014 &amp; 2015) and relevant international convention engagement.</li> </ol>   | <p><b>UNDP</b></p> <p><b>UNDP</b></p> <p><b>UNDP</b></p> <p><b>UNDP</b></p> <p><b>UNDP</b></p>   | <p>Technical workshop<br/>Travel</p> <p style="text-align: center;"><b>Part of budget for Task 2.1</b></p> <p style="text-align: right;"><b>40,000 USD</b></p> <p style="text-align: right;"><b>40,000 USD</b></p> <p style="text-align: right;"><b>80,000 USD</b></p> <p style="text-align: right;"><b>60,000 USD</b></p> <p style="text-align: right;"><b>Total proposed budget:<br/>\$ 220,000</b></p>  |

IV. ANNUAL WORK PLAN

Year: 2014-2015

| EXPECTED OUTPUTS   | PLANNED ACTIVITIES   | TIMEFRAME |    |    |    |    |    |    |    | RESPONSIBLE PARTY                                      | PLANNED BUDGET |   |   |   |  |   |
|--|--|-----------|----|----|----|----|----|----|----|--|----------------|---|---|---|--|---|
|  |  | Q1        | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 |  | Funding Source | Budget Description  | Amount  |   |  |   |
| <p><b>Output 1:</b><br/>Libyan mine action capacity will achieve a practical knowledge of the extent and impact of the mine problem, and systems to manage and communicate mine action.</p> <p><b>Baseline:</b><br/>No proper management and information system in place; scattered information on the impact of the mine problem, lack of conducted assessment, including assessment on the extent and impact of the mine problem in Libya. Some work put in place by JMACT and NPA</p> <p><b>Indicators:</b><br/>Evidence based understanding of the mine problem in Libya, a management and information system in place to effectively handle mine action related information. A public information campaign has been launched.</p> <p><b>Targets:</b><br/>- Better understanding and documentation of information about the mine problem, including its gender dimension<br/>- Better understanding and documentation of information on the mine action work that are currently taking place.<br/>- Existing information consolidated<br/>- Surveillance system developed<br/>- Information management system in place</p> <p><b>Related CP outcome:</b><br/>Central and local government authorities are strengthened to provide better public services to Libyan citizens.</p> | <p>1. Implementation of a two-year project to conduct a Non-Technical and Technical Survey (NTS and TS) to assess the extent and the overall impact of landmine and explosive remnants of war contamination through secondary data analysis and collection of preliminary views and techniques of risk analysis in close coordination with the NMAE and the Libyan Center for Disease Control (or University Faculty) and a development partner with the support of National Safety Authority (NSA).</p> | √         | √  | √  | √  | √  | √  | √  | √  | <p>UNDP, NMAE &amp; a relevant development partner</p> | TBD            | <p><b>NTS:</b><br/>• International agency with survey experience<br/>• Libyan university faculty and graduate data gatherers<br/>• NMAE oversight<br/>• Civil Defence participation<br/>• Quality Management (QM)<br/>• Misc support costs UNDP (including scoping study)<br/><b>TS</b></p> | 850,000   |   |  |   |
|  | <p>2. Needs assessment for mine awareness which provides a baseline for intervention in the design of mine risks awareness and subsequent assessments of knowledge, attitude and practice (KAP) of the effectiveness of MRE to be implemented through the NMAE with a development partner.</p>   | √         |    |    |    |    |    |    |    |  |                |   | <p>UNDP, NMAE &amp; relevant development partners</p>       | TBD   | International Agency with MRE experience.<br>NMAE Participation<br>4X4 |   |
|  | <p>3. The development and introduction of GIS database system capable of analyzing and presenting the results of the above activities and collection of existing records and historical information to be implemented through the NMAE with a development partner.</p>   | √         |    |    |    |    |    |    |    |  |                |   |   | <p>UNDP, NMAE &amp; relevant development partners</p> | TBD  | International agency with GIS experience<br>Equipment<br>NMAE Participation |
|  | <p>4. Assist in the development of a national mine action strategy to include the five pillars of mine action along with other related and NMAE mandated responsibilities.</p>   | √         |    |    |    | √  |    |    |    |  |                |   | <p>UNDP, NMAA, NMAE &amp; relevant development partners</p> |   | TBD  | Int. Consultant   |

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|   |  |   |   |   |   |   |   |   |   |  |     |  |  |
|---|--|---|---|---|---|---|---|---|---|--|-----|--|--|
| <p><b>Output 1 (continued)</b></p>  | <p>5. Develop Victim Information System (VIS) that can collect current information and receive information on any new victims. To be carried out and coordinated with relevant development partners and organizations.</p>   | √ |   |   |   |   |   |   |   | <p>UNDP, NMAE, relevant development partners, &amp; organizations.</p> | TBD | <ul style="list-style-type: none"> <li>• International Consultant 75,000</li> <li>• Equipment 50,000</li> <li>• Local Partner participation 100,000</li> </ul>   |  |
| <p><b>Output 2:</b><br/>Libyan mine action capacity will have the necessary structures and systems to manage and coordinate mine action according to international standards and best practices</p> <p><b>Baseline:</b> Mine clearance is currently conducted. No system in place for accreditation, no national legislation on MA and no guiding standardized policies on clearance, contracting or quality assurance.</p> <p><b>Indicators:</b> Mine action/clearance activities in Libya is being carried out according to relevant policies and guidelines are developed to ensure quality and proper implementation of mine action related activities in Libya.</p> <p><b>Targets:</b> Achievement of the projects goals is assured through the fostering of a positive political, legal and operational environment. Ensure all MA operators in Libya are duly accredited and operating to standard<br/>Libya's mine action capacity is strengthened through training of team leaders.<br/>Develop a gender sensitive approach to demining.</p> <p><b>Related CP outcome:</b><br/>Central and local government authorities are strengthened to provide better public services to Libyan citizens.</p> | <p>1. Development of the office and the staff of the NMAE to be a focal point for the mine action sector (humanitarian and commercial operators and relevant government bodies, potential donors and relevant stakeholders) in Libya to be implemented through NMAE.</p>   | √ | √ | √ | √ | √ | √ | √ | √ | <p>UNDP, NMAE, relevant development partners and organizations</p>     | TBD | <ul style="list-style-type: none"> <li>- UNDP Technical Advisor 480,000</li> <li>- UNDP Program Officer 100,000</li> <li>- Translator/driver 100,000</li> <li>- 4x4 vehicle and field equipment 50,000</li> <li>- National Travel 50,000</li> <li>- Miscellaneous operating costs 115,000</li> <li>- Training courses</li> </ul> |  |
|   | <p>2. Training Needs Assessment for the training of national capacity for mine clearance and explosive ordnance disposal (EOD), to be implemented through NMAE. (To be coordinated with GIZ studying the best practical means of technical survey in Libya, EOD remote sensing, and any subsequent new technology where appropriate.</p> | √ |   |   |   |   |   |   |   | <p>UNDP, NMAE, relevant development partners and organizations</p>     |     | <p>Training Consultancy 75,000<br/>Expenses (such as vehicle hire) 25,000</p>  |  |

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Commented [SPB4]: Added

|  |   |   |   |   |   |   |   |   |   |   |  |   |   |                             |
|--|---|---|---|---|---|---|---|---|---|---|--|---|---|-----------------------------|
| <b>Output 2 (continued)</b>  | 3. Develop and coordinate national capacities for EOD to be implemented through relevant national and international organizations.  |   |   | √ | √ |   |   |   |   |   | <b>UNDP, NMAE, relevant development partners and organizations</b> | Training Team<br>Training equipment and consumables<br>Equipment<br>On the job training | 400,000<br>50,000<br>250,000<br>200,000 | Commented [SPB5]: Added     |
|  | 4. Developing and securing national capacities in the field of quality assurance and quality control to be implemented through NMAE.  |   |   | √ | √ |   |   |   |   |   | <b>UNDP, NMAE, relevant development partners and organizations</b> | Additional costs to activity 3 breakdown  | 200,000                                 |                             |
| <b>Output 3:</b><br><br>Libyan mine action capacity will benefit from and contribute to international cooperation in mine action and learning opportunities<br><br><b>Baseline:</b> Libya is currently only participating to a limited extent in international mine action meetings and is only to a limited extent undertaking cooperation with external stakeholder on mine action.<br><br><b>Output 3 (continued)</b><br><br><b>Indicators:</b> Increased participation in international mine action related meetings and increased cooperation with external stakeholder, including exchange programmes to similar mine action projects<br><br><b>Targets:</b> Increased participation from Libya to International technical MA meetings<br>Formal agreements of support established with International Mine Action related institutions<br>Formal agreement on technical exchange programme in EOD and mine clearance established<br>Libyan official participating in the Mine Action Exchange programme (MAX) – and in particular with neighbouring countries or similar mine action projects.<br><br><b>Related CP outcome:</b> Central and local government authorities are strengthened to provide better public services to Libyan citizens. | 1. Strengthen Libya's cooperation with external stakeholder on mine action.   |   |   |   |   |   |   |   |   |   | <b>UNDP</b>  | -   | -                                       | Part of budget for Task 2.1 |
|  | 2. Organize a workshop to develop a private/public sector partnership in mine clearance.  |   |   |   |   |   |   |   |   |   | <b>UNDP</b>  | TBD   | Workshop                                | 40,000 \$                   |
|  | 3. Develop an exchange programme of mine action to at least one country (potentially Lebanon) over two years.   |   |   |   |   |   |   |   |   |   | <b>UNDP</b>  | TBD   | Travel                                  | 40,000 \$                   |
|  | 4. Organize a technical workshop with international participation / and participate in relevant technical workshops and organize at least one exchange and risk awareness workshop. | √ | √ | √ | √ | √ | √ | √ | √ | √ | <b>UNDP</b>  | TBD   | Workshop                                | 80,000 \$                   |
|  | 5. Participate in the meeting of directors of UN Programme Managers' in Geneva hosted by the Geneva International Centre for humanitarian demining.                                 |   |   |   |   |   |   |   |   |   | <b>UNDP</b>  | TBD   | Int. Travel                             | 60,000 \$                   |
| <b>TOTAL</b>   |   |   |   |   |   |   |   |   |   |   |  |   | \$ 9,715,000                            |                             |
| <b>UNDP Charges (PSC 7%, ISS 2%)</b>   |   |   |   |   |   |   |   |   |   |   |  |   | 874,350                                 |                             |
| <b>M+E (1%)</b>  |   |   |   |   |   |   |   |   |   |   |  |   | 97,150                                  |                             |
| <b>Grand Total (2 years)</b>   |   |   |   |   |   |   |   |   |   |   |  |   | 10,686,500                              |                             |

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## V. MANAGEMENT ARRANGEMENTS

This project will run for two years, in line with the UNDP Country Office's Country Development Plan (CDP), and its extensions and provisions. The activities will be implemented for a period of 24 months under Fast Track Procedures, in order to be able to provide fast, quality, and timely support in response to the demands of the above-described situation in the country. The UNDP Regional Bureau for Arab States and UNDP Country Office in Libya will assess the situation and needs and, in consultation with the Bureau of Management (BOM) and Bureau for Crisis Prevention and Recovery (BCPR) & Project Board, may approve an extension if required. As per the Fast Track procedures definition, the proposed intervention is both strategic and time-critical, thus justifying the application of said procedures:

Strategic:

*Used in this context to describe situations where UNDP involvement in a crisis, or rapid expansion of UNDP programmes in a specific context, is considered essential for delivering development results, to remain relevant, and to maintain or build the organization's reputation.*

Time Critical:

*Used in this context to denote the need to deliver development results within a very short- or medium-term timeframe within which UNDP must make a contribution order to remain or impact in order to remain a relevant player in the development arena.*

Thus, this project will be executed/implemented under DEX modalities.

Establishing an effective project management structure is crucial for success. Every project has a need for direction, management, control and communication, using a structure that differs from line management. As a project is normally cross functional and involves partnership, its structure needs to be more flexible, and is likely to require a broad base of skills for a specific period of time. The UNDP Project Management structure consists of roles and responsibilities that bring together the various interests and skills involved in, and required by, the project. The details of this structure are:

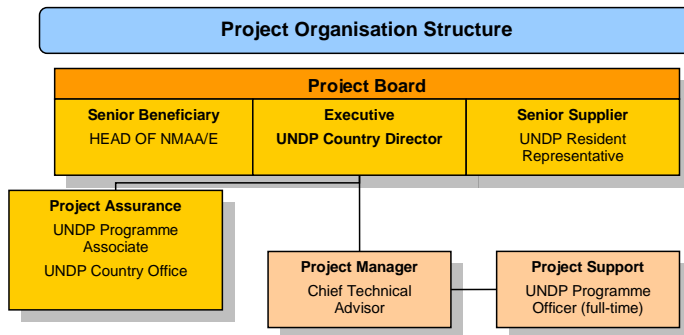
- **Project Board:** The Project Board is the group responsible for making by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager.  
Project reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when Project Manager's tolerances (normally in terms of time and budget) have been exceeded (flexibility). Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within



the project or negotiates a solution to any problems between the projects and external bodies.

In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. This group contains the following roles:

- **Executive:** individual representing the project ownership to chair the group.
  - **Senior Supplier:** individuals or groups representing the interests of the parties concerned which provide funding and/or technical expertise to the project.
  - **Senior Beneficiary:** individuals or groups of individuals representing the interests of those who will ultimately benefit from the project. The primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.
- **Project Assurance:** The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager.
  - **Project Manager:** The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost.
  - **Project Support:** The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance. The organisation chart for the activities carried out under this Project Document is set out below.



Based on feedback from local actors, a Chief Technical Advisor (CTA) will be supplied by UNDP and placed in the NMAA/E (see note below)<sup>1</sup>. The Chief Technical Advisor (CTA) will lead the project management team to monitor the project management and coordinate the preparation of semi-annual progress report which will be submitted to the members of the Project Board. CTA has the authority to run the project on a day-to-day basis on behalf of the Project Board and within the constraint laid down by the Project Board. A Project Manager/Chief Technical Adviser (International staff) is responsible for the overall management of the project on behalf of LMAC and is the signing authority for expenditure for funds directly to LMAC, while a National Program Officer (recruited by UNDP) is responsible for providing project support to the Project Manager. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standards of quality and within the specific constraints of time and cost.

A UNDP Programme Associate will be responsible for the Project Assurance, including project administration using ATLAS system for timely and efficient delivery of the activities and for effective financial monitoring under the project document if not sub-contracted to UNOPS. The Program Associate will be supported by the full-time National Programme Officer dedicated to this project.

#### **UNDP Personnel and equipment**

Most of the activities set out above are time-bound and are intended to be conducted by contract. However there are some key posts which will need to be filled by UNDP:

Firstly, there is a Chief Technical Advisor, to sit with the NMAA/E. This person will be the overall project manager on behalf of UNDP. This post should be P5 (or equivalent) and is funded out of the respective tasks.

Secondly, there are two Technical Advisors: one person will deal mainly with training and development issues within the project. The post should be P4 (or equivalent) and is funded out of the respective tasks. A SALW advisor may be required subject to a further Project Document.

Both posts will need access to 4 x 4 vehicles, which are also funded out of the respective tasks, and driver/interpreters.

There will also be need for a full time national program officer, to sit with the CTA and deal with the administrative requirements, and Liaison with national counterparts. This post is covered in the respective tasks.

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<sup>1</sup> The location is provisional, according to the national strategy

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## VI. MONITORING FRAMEWORK AND EVALUATION

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

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated 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 activated in Atlas and updated to track key management actions/events.

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** 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.

## VII. COHERENCE

The project is compatible with the UNDP Country Program Document (DP/DCP/LBY/2/Rev.1 dated 29 May 2012), specifically: Outcome 2. Central and local government authorities are strengthened to provide better public services to Libyan citizens. The project is also compatible with the draft national strategic plan for mine action to be confirmed. See table below.

| No | Objective  | Action   |   | Relevant UNDP Enabling Activity   |
|----|--|--|---|---|
|    |  | Task No  | Description   |   |
|    | Reduce and maintain the number of Landmine/ERW casualties to less than six per year. (Residual threat) |  | Deliver targeted risk education activities focusing on behaviour change within identified at-risk groups, awareness-raising in response to Landmine/ERW accidents, and classroom-based education for school children in contaminated areas. | UNDP 1.2. Conduct of a needs assessment for mine risk education that will provide a baseline for MRE intervention design and subsequent KAP evaluations of MRE effectiveness.<br>UNDP 2.4. Development of sustainable national EOD capacity   |
|    |  | Provide appropriate support to community members who act as peer educators among at-risk groups  |   |   |
|    |  | Promote a more coordinated and timely response to prevent accidents through mine risk education (MRE), or landmine/ERW clearance   |   |   |
|    | Identify the impact of Landmines/ERW on the health sector in Libya and monitor casualty numbers        |  | Develop a victim information system in Libya (LibVIS)   | UNDP 1.1. Conduct of a non-technical survey that will assess the general extent and impact of the landmine/ERW contamination through a combination of secondary data analysis, preliminary opinion collection and PRA techniques.<br>UNDP 1.3. The development and data entry of a geographical information system (GIS) able to analyse and present the findings of the above activities, and collate existing records and historical data.<br>UNDP 1.4. Development of a victim information system (VIS) that will be able to collate existing data and also receive data on any new victims. |
|    |  | Using LibVIS, collect, map, analyse and disseminate detailed data on UXO victims   |   |   |
|    |  | In areas where contamination is high and casualties are more concentrated, examine the feasibility of Providing emergency medical response at the village level and develop an effective rural transfer/ambulance system to medical facilities |   |   |
|    | Release priority land and clear Landmines/ERW in accordance with Libyan Mine Action Standards (LMAS)   |  | Identify priority land based on clear criteria, taking into account existing Village, District, Provincial and National Development Plans   | UNDP 1.1. Conduct of a non-technical survey that will assess the general extent and impact of the landmine/ERW contamination through a combination of secondary data analysis, preliminary opinion collection and PRA techniques.<br>UNDP 2.2. Development of the national training capacity through a training needs assessment<br>UNDP 2.3. Conduct study of possible technical survey methods in Libya<br>UNDP 2.5. Development of sustainable national QA/QC capacity<br>UNDP 2.6. Provide technical assistance to SALW/Ammunition Management   |
|    |  | Release priority land through a risk management approach using data analysis first, then non-technical survey followed by technical survey, mobile response and/or, finally, clearance   |   |   |
|    |  | Monitor clearance and land release programmes in terms of impact and cost  |   |   |
|    |  | Ensure all operations comply with LMAS   |   |   |

## VIII. RISKS AND CONSTRAINTS

| Risk  | I* | P** | Mitigation Measures  |
|---|----|-----|--|
| Lack of clarity on division of responsibilities amongst stakeholders  | 2  | 2   | Draft national strategy sets out division of responsibility. This is being addressed as an urgent issue in the current PIP for this project.   |
| Funding shortfalls and delays   | 4  | 2   | It is not clear at present how much money will be available from Libyan government and how much will be sourced internationally. The project is designed to be time bound and measurable, focussing on clear institutional development outcomes, and should be acceptable to donors  |
| The progress of the project will largely depend on access to relevant information, including undertaking relevant assessments as outlined in the work plan. | 3  | 2   | Early activities are intended to increase the amount of information available to the project   |
| Delays in human resource commitments.   | 2  | 2   | Human resource commitments by the stakeholders in support of the project implementation will be defined up-front.<br>Prompt allocation of resources will be required from both parties.  |
| Project requirements change   | 2  | 3   | There is a strong likelihood that other activities will be identified during the course of the project. This will be managed by a combination of three main actions:<br>Flexibility in providing support from existing resources wherever possible<br>Review of the ProDoc by the Project Board to add new activities during the course of the project if necessary<br>Extension of the project through an additional Phase to include the new activities, if this is appropriate and desired by the Libyan stakeholders |

\* Impact, \*\* Probability