



Project Document
Project Title:

**"Mine Action in Angola 2005 to 2006:
Consolidation of the national Mine Action authority's capacity at central and
provincial levels"**

Brief Description: The National Inter-Sectorial Commission for De-mining and Humanitarian Assistance (CNIDAH), responsible for policy-making, co-ordination of mine action activities as well as the design of a National Mine Action Program, was established in 2001. In 2003 UNDP began the implementation of the project to strengthen the national capacity to manage all aspects of mine action throughout the country, and to contribute to the implementation of the obligations under the Ottawa Convention.

The current project will consolidate and strengthen the role of CNIDAH as the national authority responsible for mine action policy-making, planning, and coordination in its implementation of Angola's obligations under the Ottawa Convention.

The project will strengthen institutional capacity of CNIDAH for: (1) enforcement of legal mandates, policy making and quality assurance and control; (2) design, approval and implementation of a comprehensive National Strategic Plan of coordinated mine action activities; (3) collection, integration, and analysis of strategic mine-action information, and its dissemination to all mine action actors and other stakeholders involved in the emergency, recovery and development efforts.

The total project cost is 2,242,220 Euros for the duration of 18 months.

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

UNDAF 2005-2008 Outcome:

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

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

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

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

(**CP Output / Indicator 2005-08**).

Implementation Partner:

National Inter-Sectoral Commission for De-mining and Humanitarian Assistance (**CNIDAH**).

Other Partners:

United Nations Development Programme (**UNDP**).

Programme Period: UNDP CP 2005-08
Programme Component: Crisis Prevention and Recovery
Project Title: "Mine Action in Angola 2005 to 2006:
Consolidation of the national Mine Action authority's
capacity at central and provincial levels"
Project Code: N/A
Project Duration: 18 months
Management Arrangement: NEX

Total Budget: 2,242,220 Euros
Resources Allocated: 2,242,220
• Government
• UNDP 242,220
• EC Grant 2,000,000
Amount not funded: Euro 0,00

Agreed by:

Signature

Date

Name and Title

Government _____

UNDP _____

PART I. A. SITUATION ANALYSIS

A. 1. The Challenge of Mine Action in Angola

Ever since the early 1960's, Angola has seen extensive and continuous armed conflict within its territory, with various factions making use of a wide array of weaponry. As a result, landmine and unexploded ordnance (UXO) affect all of Angola's 18 provinces, although with a varying density and scope of infestation, seriously restricting reconstruction and development efforts, and hindering social and economic recovery. Landmines and UXOs threaten a large number of Angolans, irrespective of gender, age, or status, especially in the former conflict zones that are locations with a high rate of landmine and UXO contamination.

The end of the hostilities and signature of the cease-fire agreement between the Government and UNITA military forces on the 04 April 2002 is at the origin of new challenges for mine action in Angola. Since then, more than 3.3 million internally displaced persons (IDPs) have returned to their areas of origin, and 145,000 refugees have returned to Angola. However, it is estimated that 40 percent of the major communities to which refugees are returning remain closed because of destroyed access routes and mine infestation. Furthermore, an estimated 70 percent of returnees have resettled in areas where the preconditions specified in the national guidelines for the resettlement of displaced populations — which include accessibility and no risk of mines — have not yet been met.

At the same time, the completion of the ratification process for the Ottawa Convention by Angola on the 28 June 2002 confirmed the Government's commitment towards mine action and highlighted the need to build the national capacity to respond to the mine problem and to have oversight on an increasing number of actors in the sector.

To revitalize the mine action sector in Angola, the Government decree n° 54/2001 of 28 July established the Comissão Nacional Intersectorial de Desminagem e Assistência Humanitária às vítimas de minas (CNIDAH), the National Inter-Sectoral Commission for De-mining and Humanitarian Assistance responsible for policy-making, co-ordination of mine action activities, as well as the design of a National Mine Action Program.

A. 2. Context

The main goal of humanitarian and development partners in the mine action sector of Angola is to promote and ensure the safety of vulnerable populations by providing integrated mine action programmes for mine clearance and demarcation, mine risk

education, as well as victim assistance. Past experience in the mine action sector in Angola indicates that any international support should be linked to a clear commitment from the Government, the establishment of sound management structures and consistent international support.

In late 1994, after the signing of the Lusaka Protocol, the international community and the UN launched a major multifaceted programme to minimise the Angolan landmine problem and to develop a national capacity to deal with the landmine problem in the long term.

In 1995, in the framework of its peacekeeping mission (UNAVEM III) the United Nations supported the establishment of the Central Mine Action Office (CMAO) and the De-mining Training Centre (ETAM). Subsequently the UN supported the establishment of the national mine action centre "INAROE" - Instituto Nacional de Remoção de Obstáculos e Engenhos Explosivos, formally established under Decree 14/95 of 26 May.

In 1997 the responsibility of the UN support to INAROE was transferred from UNAVEM/UCAH to UNDP through project "ANG/96/005-B05 - Support to the Development of a National Mine Clearance and Awareness Capacity" funded both by UNDP core resources and donor funding, subsequently project "ANG/99/005 - Support to Mine Action" exclusively funded by UNDP, due to donor withdrawal.

Since 2001 UNDP has also supported several operational projects funded with donor contributions, namely "ANG/01/001 - Mine Awareness and Mine Risk Education" implemented by the NGO Handicap International France; "ANG/01/002 - Analysis and Dissemination of Strategic Landmine Information" implemented by UNDP with the support of the NGO Norwegian People's Aid (NPA); "ANG/03/005" Italian Support to Humanitarian De-mining, implemented by the NGO InterSoS.

The National Institute for Removal of Obstacles and Explosive Devices (INAROE) was extinct and transformed into a de-mining governmental operator by Council of Minister's decree no. 121/03 of 21 November 2003. Planning, policy making and coordination functions were taken over by CNIDAH, while the operational functions were delegated to the National Demining Institute (INAD). The reorganization of the INAD and formal distribution of roles of CNIDAH at provincial level are in process, as is the clarification of the legislative framework.

In 2003, UNDP began its activities in support of the present-day institutions for mine action. The first phase of this support has been the implementation of an ongoing project in support of the national authority for mine action (CNIDAH) at the central level. The second phase has been the development of a capacity for mine action coordination, planning and resources mobilisation at the provincial level

The proposed project is also integrated with the European Commission's strategy and programme of support to mine action in Angola in 2005-2006 and will complement the other components of this program. The programme aims to contribute to the ongoing

peace process and the improvement of the overall humanitarian situation, through the provision of support to the return, resettlement, and reintegration process. In particular it will seek to achieve:

- A - Safe access to rural areas in mine-affected provinces for resettling demobilized soldiers and their families, internally displaced persons and refugees in conjunction with humanitarian organisations/actors;
- B - Reduced risk of land mine and UXO-related accidents for all residents allowing for the resumption of agricultural and economic activities;
- C - Improved institutional capacity of national mine action bodies and coordination of mine action operations on provincial and national level in order to increase operational efficiency and ensure that tasks are being performed according to established priorities and plans.

The programme will be implemented by UNDP, WFP, and mine action operators, in coordination with the relevant Government institutions.

A. 3. Past Cooperation and Lessons Learnt

A.3.1. Support to Mine Action Coordination at National level

The development of current UNDP support to the reformed mine action institutions started in March 2003 with the implementation of Project ANG/02/008 in support of CNIDAH. The purpose of this project is to promote national ownership, responsibility, leadership and effective coordination, through strengthening the national capacity to manage all aspects of mine action throughout the country and contribute to the implementation of the obligations under the Ottawa Convention. To support the project, the European Union has contributed 63% of the total project cost, equivalent to Euro 1,000,000. The remaining costs are covered by a UNDP contribution of US\$ 585,125.

The main objectives of the project were defined as the sustainable establishment of CNIDAH as sound and fully operational national coordination body for mine action able to:

- Adopt and implement a comprehensive medium to long-term national mine action programme fully funded by the Government and its partners;
- Make available and disseminate reliable and up-dated mine-action information to all mine action actors and other stakeholders involved in the emergency, recovery and development efforts; and
- Develop National Mine Action Standards.

Originally designed as a 15-month project due to end on 25th June 2004, this project will benefit from a no-cost extension from the European Union, until the end of December 2004. This enabled the completion of several planned activities that were delayed by the late start-up of the project, due to the late availability of funding and of major equipment.

A.3.2. Support to Mine Action coordination at Provincial Level

This project, "ANG/02/009", complements and expands UNDP project ANG/02/008 in support of the development of a national coordinating capacity for Mine Action, by strengthening national coordination at the provincial level. The project aims to improve the effectiveness of mine action interventions through strengthened coordination at the provincial level, support to local authorities, information sharing, prioritisation of tasks and resource mobilisation. The main objective of the project was to strengthen the provincial level to enable:

- The integration of mine action priorities into emergency assistance, resettlement, return and socio-economic recovery activities at regional/provincial level;
- The integration of regional and provincial priorities and activities into national strategies;
- Mobilisation of urgently needed resources necessary for operators to meet the cost of high priority emergency activities.

This 12-month project is implemented under the UNDP Direct Execution (DEX) modality, and was designed to merge with the project in support to CNIDAH at the end of the first year of the project, in 2005. The DEX modality was chosen as a temporary and transitional measure to support and complement the role of the National Coordinating Authority pending the full development of a national capacity to coordinate mine action activities. The first 12 months of the project were mainly required to achieve operational capacity in the provinces, in terms of equipment, and initial training of the project partners at the provincial level through the deployment of five Field Advisers.

Project ANG/02/009 started in February 2004 with the deployment of two Field Advisors to the provinces. The recruitment of international and national project staff, and the acquisition of equipment, was completed in August 2004. The projected end-date of the project is May 2005. Project funds, amounting to 1.86 Million USD, are provided by UNDP core resources and UNDP Trust Fund for Crisis Prevention and Recovery, and by international donors including Norway, Japan, Canada, and Great-Britain.

A.3.3. Achievements to date

- The first phase of UNDP support to the mine action authority resulted in the successful establishment of the institution in terms of its physical structure and organisational set up. At the national level, a mechanism for regular consultation and co-ordination within the mine action community and between operators is now firmly in place. This includes plenary sessions, the monthly meeting of the Demining Sub-commission and the work developed by technical groups in the areas of Mine Risk Education (MRE), Victim Assistance (VA), Information Management, Quality Assurance and Control, and National Mine Action Standards.
- Substantial achievement have been made in the area of Evaluation and Quality Control, Accident & Incident investigation, training of the permanent Technical Team, adaptation of national standards, and the establishment of the accreditation process. Much to its credit, CNIDAH has retained its non-implementing status, in line with its mandate, which focuses on coordinating and policy-making functions.
- Another major achievement has been the appointment of Provincial Vice-Governors as representatives of the national mine action authority, responsible for the co-ordination of mine action activities at the provincial level. The joint initiatives of UNDP and CNIDAH, extending planning and co-ordination of mine action to the provinces resulted in the approval of the Provincial Coordination project, and the mobilisation of resources to support its first year of implementation. Through the appointment of a Field Coordinator and the deployment of five Field Advisors to the provinces who work closely with mine action partners, UNDP has been advising the provincial governments in the setting-up of a coordination structure and operations rooms in each province. This has been instrumental in increasing CNIDAH's outreach to the provinces and the technical capacity for planning within provincial governments, and has facilitated the flow of information between the provincial and national level in the course of 2004.
- Through comprehensive consultations with Vice Governors, Ministries and National institutions, donors and the national/international operators CNIDAH presented in 2004 a consolidated national "Portfolio" of projects and the National Plan 2005 for the first time. This will enable CNIDAH to fully engage in the monitoring of planned activities and tracking of financial resources.
- In the course of 2004, the National Landmine Database was transferred from INAROOE to CNIDAH. The transfer involved the conversion of existing data into the format required by the International Management System for Mine Action (IMSMA), adopted by CNIDAH. The installation of IMSMA has increased the CNIDAH database team's capacity to analyse and assure the quality of the data. It is

expected that IMSMA will be operating on a full scale by the beginning of 2005. While progress on the full establishment of IMSMA is somewhat behind schedule, the database is now in condition to produce on-demand outputs in the form of maps and statistical updates.

- Two activities defined in the ANG/02/008 project Work Plan did not meet their anticipated result:
 - The approval, by the Council of Ministers, of the annual National Mine Action Plan submitted in October 2004.
 - The full operational capacity of the database. While the full implementation of the IMSMA started January 1, 2005 it is too early to rate the success of this activity.
- Activities defined in the ANG/02/009 project Work Plan relating to training and capacity building in technical disciplines (Quality Assurance and Accident Investigation) to be conducted by the Field Advisors to their counterparts in the Provinces were reviewed during the project implementation period. It was recognized that the responsibility for these activities lies with the Permanent Technical Department of CNIDAH. The proposed capacity building and training activities have therefore being re-scheduled to take place during the second phase of the Provincial Coordination project, in 2005-2006.

A.3.4. Constraints met in project implementation

- Delays in procurement, recruitment, and in accessing donor funds have adversely affected the pace of implementation of both projects. The introduction in 2004 of a new financial management tool at the corporate level affected the timely advance funds from UNDP to CNIDAH in the first and the last quarter of 2004. The late submission of work plans by CNIDAH at the start of the project in 2003 and in the last quarter of 2004 also contributed to these delays. Procurement and recruitment delays resulted mainly in the late establishment of the database at the start of the project, and late addition of the international Planning and Programming Advisor to the project's technical team. Procurement delays of essential security and communication equipment for the Provincial Coordination project hindered the efficient movement of staff and communication between the deployed Field Advisors, UNDP, and CNIDAH.
- The weak academic level of many CNIDAH employees has affected the pace of capacity development within the institution. Simultaneously, targets and indicators for capacity building were not explicit in the design of the first project. As a result,

project activities tended to be driven by Technical Advisors, rather than by national managers or technical teams.

- The recognition, by mine action stakeholders, of CNIDAH as the coordinating authority for the sector has been slow and deliberate. During the first year of the project, partners and stakeholders did not engage deeply in public discussions, contribute with inputs for preparation of documents, nor provide feedback on various initiatives taken CNIDAH. One of the causes appears to have been insufficient public information with regards to the mandate and role and responsibility of CNIDAH. This may have been combined with the lack of public understanding of the respective mandates, approaches and partnership strategies of supporting UN agencies (UNICEF, WHO, UNDP), and with overlapping roles in the area of field coordination between UNDP and OCHA. Another significant cause may have been the original scepticism that the mine action stakeholders held towards an institution that rose from the ashes of the INAROOE, which was beset by problems of accountability and transparency and failed to gain credibility amidst mine action operators and donors until its demise in 2002.
- The institutional structure of CNIDAH has undergone numerous readjustments and a steady increase of staffing levels, in order to respond to increasing demands from Government, partners and operators, and the fulfilment of international obligations.
- The late installation of the e-mail system at CNIDAH affected the communication and flow of information between CNIDAH and partners, in particular between CNIDAH, the UN System, and NGOs.
- The late commencement (after March 2004) of the Landmine Impact Survey project and the delayed implementation of the Information Management System for Mine Action (IMSMA) may subsequently affect the development (time-frame and relevance) of annual provincial and national mine action plans. This may impact on the timely preparation of the National Strategic Plan 2006-2010, during 2005.
- Victim assistance has been a weak component throughout the project. This is due in part to the complexity in relationships between the health and mine action sectors, and the multiplicity of partners involved. This caused difficulties in ensuring a consolidated and coordinated national response to local-level requirements.

A.3.5. Recommendations from the External Evaluation of project ANG/02/008

An external evaluation of project ANG/02/008 was conducted in April 2004. The evaluation rated the project “satisfactory”, and concluded that the project needs to mature and continue given the time needed for the main actors to bring all envisaged

outputs to maturity (attached as Annex D: Recommendations from the External Evaluation of the project ANG/02/008).

The project evaluation made a number of recommendations regarding the role of UN coordination and the role of CNIDAH. The following is of particular relevance to the proposed project:

- Needs assessments on training at the central and provincial levels and production of training plans, through short consultancies to identify and/or update training plans;
- Separation of mine action policy formulation and coordination functions enabled, preferably through the appointment of a Vice-President to CNIDAH;
- Increase in direct dialogue between CNIDAH senior management and the donor community;
- Consistent tracking and registration of resources (grants, project funds, and other types of inputs) to mine action;
- Exchanges with other countries with similar contexts / response plans.
- Reinforcement of national capacity;
- Planning and coordination with other sectors – as part of training at the provincial and central levels;
- Increased planning and coordination with the Police and FAA to support their involvement in the national effort for mine action.
- Increased participation of mine action stakeholders for planning and coordination.
- Integration of gender issues at sub-commission and provincial levels through using the expertise of women from local NGOs and administration.

A.3.6. Lessons learnt and recommendations for the design of the proposed project

In line with the observations and conclusions reported under sections A.3.3 to A.3.5, key recommendations are addressed in the design of the proposed action as follows:

1. Focus on capacity development within the national institution, to enable CNIDAH to enhance the transparent and coherent implementation of the National Mine Action Programme.
2. Transfer of skills and capacity, through on-the-job-training and training, by UNDP Advisory Team or external consultancies, of CNIDAH managers and technicians in each of the key activity sectors (management, planning & programming, information management, quality assurance & control, and monitoring & coordination), will be monitored and assessed through progress indicators defined in the logical framework (Annex A).

3. Establishment of professional learning goals, followed up by regular performance evaluation of CNIDAH staff supported by the UNDP Advisory Team. UNDP and/or CNIDAH staffs that do not demonstrate satisfactory potential for professional development within the organisation should be replaced or relocated.
4. High priority is given to the assessment of training needs and to the elaboration of a national training plan for national institutions involved in mine action.
5. Timely submission of work-plans, narrative and financial reports, and follow up on requests for advances of funds by CNIDAH. A UNDP Programme Specialist will ensure this task.
6. Sourcing of international staff and consultants should be outsourced to UNOPS, in order to enable the UNDP Programme Specialist to focus on the substantial and financial monitoring of project activities rather than on input acquisition.
7. The flow of information between CNIDAH and partners will be strengthened through a range of initiatives including: the establishment of a web-page; the introduction of regular information bulletins; maintenance of a regular meeting schedule with relevant Ministries, working groups, sub-commissions and plenaries at the national and provincial levels; and a reinvigoration of visits to the provinces by key CHIDAH staff.
8. The Mine Risk Education (MRE) pillar in CNIDAH is developing a strong institutional framework with key partners at the Ministry of Education, in the provinces and with the Municipal/Communal Administrators. This model will be utilized to strengthen the Victim Assistance pillar by developing relationships between CNIDAH and other Ministries, such as Health, Defence, Interior and Social Reconstruction.
9. The Planning Programming department will ensure that systematic tracking and recording of resources contributed to the sector will be carried out as part of the national and provincial planning and monitoring process.
10. Co-ordination with police and the Angolan Armed Forces (FAA) will be addressed through ensuring their participation in the yearly planning process. CNIDAH has already demonstrated that they are able to go further into coordination with FAA, and the National Police, as well as with a wider range of partners than those recommended by the external evaluation. To enhance information sharing and multi-sectorial coordination the project STA will continue to be instrumental in encouraging proactive communication between CNIDAH Senior Management and the Ministry of Interior, the Ministry of Defence, and other “line” ministries including Education (MINED), Health (MINSa) and Social Reintegration (MINARS).

11. Study tours to countries of similar contexts and response plans, namely Mozambique (use of IMSMA for priority-setting, mapping, and data-quality assurance), and Bosnia Herzegovina (provincial planning and monitoring).

12. The External Evaluation Team recommends the appointment of a Vice-President, to ensure the separation of policy-making and co-ordination functions within CNIDAH. UNDP and the project team consider that the separation of functions is already achieved with CNIDAH focusing on policy-making at the national level, and the Provincial Vice-Governors responsible for coordination at the Provincial level. It has been acknowledged by most stakeholders that the Provincial Governors are best placed to co-ordinate mine action activities;

13. It is important that both the international Technical Advisors and their national counterparts maintain their commitment towards capacity building in the second phase of the project, even as the pressure to produce results increases. The project partners should now look to capacity development as the main desirable result of the project, rather than to the achievement of distinct technical outputs.

A.4. Development Objectives

The general objective is the project is the consolidation of security and access for the development of Angola. The purpose of the project is the sustainable management of the different facets of mine action in Angola, through the consolidation and strengthening of CNIDAH as the national authority responsible for mine action policy-making, planning, and coordination.

The specific objectives of the project are:

1. To increase the institutional capacity to reinforce the coherent and transparent implementation of the National Mine Action Programme (in line with national policy and international conventions, and with the project management arrangements);
2. To reinforce the institutional capacity to define and apply the national mine action policy;
3. To reinforce the institutional capacity to draft the Yearly Provincial and National Plans, and the 2006-2010 Multi-Year Strategic Plan.
4. To reinforce the institutional capacity to coordinate and monitor Mine Action at the national and provincial levels.

Refer to the logical framework in annex A.

A. 5. Institutional and Legal Framework

CNIDAH is a government institution of a semi-autonomous nature reporting to the Council of Ministers. This collegial body includes representatives of the Ministries of Social Assistance and Reinsertion (MINARS), Health, Agriculture and Rural Development, Territorial Administration (MAT), Foreign Affairs, Defence and Interior, the Angolan Armed Forces (FAA), and representatives from national and international NGOs.

The legal institutional framework of CNIDAH is still subject to on-going development, brought about by assessment of developments and implementation of responses from the Government. Presidential Decree 54/2001 established CNIDAH, legally, and entrusted it with the responsibility for:

1. Policy-making,
2. Co-ordination of mine clearance, survey, mine risk education, and victim assistance activities, and
3. The formulation of a comprehensive National Mine Action Programme.

“The Government of Angola is coordinating mine action activities in the country through the National Inter-Sectorial Commission for Demining and Humanitarian Assistance to Mine Victims (CNIDAH). CNIDAH has the responsibility for policy development, planning, priority setting, coordination, and management of all mine and UXO-related activities undertaken in Angola, including external quality assurance monitoring.” (Decree 54/2001: National Inter-Sectorial Commission for Demining and Humanitarian Assistance)

The main organisational functions of CNIDAH are:

- To support the political-diplomatic harmonisation between international partners and governmental institutions;
- To establish national and inter-sectorial co-ordination between ministries and governmental institutions;
- To establish technical and operational co-ordination of mine action operators/practitioners to accelerate the development of activities in the territory;
- To propose and approve strategies and policies for mine action and rehabilitation of mine victims;

- To establish national and sectorial priorities, and to sanction provincial mine action priorities;
- To develop a national strategic plan presenting the time and resources required to make a complete solution to the entire territory, for the problem caused by landmine contamination.

The latest version of CNIDAH's organizational chart is presented in Annex F.

A. 6. Beneficiaries

The national mine action coordination structure and programme will receive direct benefit from the project through provision of training and technical support in the planning, co-ordination, management, and monitoring of mine action activities at national and provincial levels. CNIDAH, INAD, the Angolan Armed Forces, the Police and NGOs will directly benefit from technical training in Information Management; Quality Control; Accident Investigation; Technical Survey and Demolition. Increased effectiveness of the Angolan mine action programme will also benefit the inhabitants at large, foremost women, children, and in particular IDPs and populations to be resettled in the context of the cessation of the conflict, including ex-combatants and their families. Crucially, improved management of national mine action structures and coordination of mine actions activities at the national level will allow free movement of people and goods and re-open access to income generating activities, once formerly contaminated land can be put to use for agricultural production.

PART I. B. STRATEGY

B. 1. National Commitment to Reach Outcomes

At the institutional level, the recent restructuring efforts in the mine action sector by the Angolan Government materialized with the establishment of CNIDAH. At the political level, the signing of the Memorandum of Understanding (04 April 2002), subsequent cease-fire, and the ratification of the Ottawa Convention (28 June 2002), constitute positive signs about the Government's commitment towards mine action.

The institutional and political commitments are complemented financially through the allocation of resources from the State budget to support mine action activities. In 2002, the government provided USD 300,000 to the establishment of CNIDAH. In 2003, the Government provided KZ 26M, and in 2004 KZ 69,5M from the State Budget towards the CNIDAH autonomous operational budget. In 2003, the government pledged US\$16

million for mine-action support to INAD and demining units of the Angolan Armed Forces; to date USD 330,000 have been provided to date because of bureaucratic delays. In 2005, CNIDAH has budgeted and requested KZ 98M from the State Budget.

The national commitment to achieving the outcome of the project is illustrated by: (a) the setting-up and operational development of CNIDAH, with support from UNDP; (b) the nomination of Vice-Governors with special responsibility for mine action co-ordination at provincial level; (c) the submission by provincial Governors of mine action priorities and mine victim data; and (d) the formal expression of support from CNIDAH to the continuity of UNDP support at the central and provincial levels.

B. 2. Strategy for Use of Resources

The project will be implemented in line with the United Nations Policy on Mine Action and Effective Coordination,¹ which stipulates that the primary responsibility for addressing the problems faced by the population as a result of landmine contamination remains with the affected State. While supporting the national authorities in their efforts to put in place efficient coordination mechanisms and develop a national mine action programme, UNDP will encourage the involvement of UNICEF, WHO, and NGOs in the project, particularly in the areas of mine awareness and victim assistance.

The project is consistent with the UNDP mandate to support countries to achieve sustainable human development and the special responsibility of UNDP for capacity building in mine action. Furthermore the activities envisaged in this project are consistent with the broad objective of expanded national capacity for mine action envisaged in the present the 2005-8 UN Development Assistance Framework (UNDAF), and the National Plan for mine action 2004-5.

The strategy is to put in place mechanisms to allow CNIDAH, at the national level, and the Governors, in each province, to effectively coordinate mine action activities in an integrated and comprehensive manner. To this effect, support is envisaged at the Office of the Vice-Governors nominated for mine action to allow for appropriate mine action prioritisation, planning, and information sharing.

To ensure long-term sustainability, UNDP will:

- Improve the technical and management skills in national mine action structures, at national and provincial levels, through the identification of national counterparts for

¹ "Mine Action and Effective Coordination: The United Nations Policy." This document was submitted by the Secretary-General to the fifty-third session of the General Assembly, as part of his report on Assistance in Mine Clearance (A/53/496, Annex II) dated 14 October 1998. It was subsequently welcomed by the General Assembly in Resolution A/53/26, endorsed by the Inter-agency Coordination Group on Mine Action during a meeting chaired by the Under-Secretary-General for Peacekeeping Operations on 26 September 2001.

each of the project technical advisors, to whom skills will be transferred directly during the project period. The transfer of skills and capacity will be monitored through clear indicators, defined at the start of the project for capacity building in each of the key technical sectors (planning & programming, information management, quality assurance & control, and intra and inter-sectorial coordination);

- Promote the use of - existing skills and capacities within the Angolan Armed Forces (FAA), the ex- Military, the National Institute for Demining (INAD), and the police through separate projects.
- Ensure the integration of mine action data gathered through the Landmine Impact Survey ongoing since early 2004, with data from the National Mine Action Database managed at CNIDAH, through the appropriate use of the Information Management Systems for Mine Action (IMSMA) – specialised information management software - installed at CNIDAH; and ensure that strategic landmine information is diffused to stakeholders in the appropriate form and timeframe to facilitate planning and priority-setting;
- Ensure the integration of mine action priorities into emergency assistance, resettlement, return and socio-economic recovery activities at regional/provincial level, through supporting participatory planning processes with multiple stakeholders.

PART II. WORKPLAN (attached as Annex B)

PART III. MANAGEMENT ARRANGEMENTS

A.1. Execution Modality

The project will be implemented in the national execution (NEX) modality, which is one of the four execution modalities that UNDP employs in providing its supports to technical cooperation projects and programs. The NEX modality relies on the government's capacities to undertake the functions and activities of the project, namely technical, managerial, administrative and financial capabilities. The NEX modality creates a sound basis for ensuring the sustainability of the project.

The UNDP Programming Manual² and the UNDP Procedures for National Execution³ (effective from February 1998) will guide the project formulation and implementation of the project.

² See *UNDP Programming Manual* (<http://www.undp.org/bdp/pm/chapters.htm>).

Under the NEX modality, the national authority for mine action, CNIDAH is designated as the executing agent in partnership with the Provincial Governments. Details of the modality for partnership with Provincial Governments are to be defined by the Project Steering Committee.

A.1.1. Roles and Responsibilities of the Project Partners

As the executing agent **CNIDAH is responsible for** implementing project activities and for the effective management of the project, including:

- 1) Administrative management;
- 2) Financial management;
- 3) Reporting to UNDP: providing annual and quarterly financial reports, narrative reports, and work plans. Narrative reports will track the progress of the activities towards the expected outputs of the project, and provide information for actions regarding procurement and utilization of inputs purchased with the project funds advanced by UNDP;
- 4) Organizing and hosting the Project Management Team meetings as per the defined schedule: preparing all the requisite documents before the meetings take place; preparing and circulating the meeting minutes documenting all the decisions taken by the Project Management Team;
- 5) Ensuring that the use of the equipment purchased with project funds is strictly for purposes of the project, as agreed with UNDP; and
- 6) Ensuring the proper maintenance of all equipment and maintaining a detailed inventory of all non-expendable equipment, submitted to the UNDP Resident Representative annually.

UNDP is responsible for:

- 1) Technical advice and coaching to CNIDAH and other partners involved in the project, as well as monitoring and ensuring the appropriate administrative and financial management of the project by CNIDAH;
- 2) Providing an advance of funds to CNIDAH quarterly, upon receipt of comprehensive financial and narrative reports, and Quarterly Work Plans submitted by CNIDAH;
- 3) Reporting to the Unidade Técnica Administrativa para a Cooperação ACP-EU of the Ministry of Planning and European Commission, as per regulations under the grant agreement;

³ Revised Procedures for NEX (<http://intra.undp.org/circular/ath98mar.htm>)

- 4) Providing contracting and procurement services in support to the effective implementation of the project, including the identification and recruitment of selected project personnel; contracting consultant or training services; procurement of selected project equipments and materials.

A.1.2. Project personnel

Although CNIDAH was established by decree in 2001, no significant development of the organisation was achieved until the end of 2002. The number of national CNIDAH staff has increased from 28 in 2003, to 50 in 2004, and to 56 staff units budgeted for 2005. National staff-members are financed through autonomous funds obtained by CNIDAH from the State Budget. The comprehensive Training Needs Analysis scheduled for early 2005 will define gaps in professional competencies and provide training plans for CNIDAH staff through all levels of the organisation. Additionally, training plans for courses and trainings to be provided by the UNDP Advisory Team has been developed by the UNDP Technical Advisors in consultation with their Counterparts, respectively.

Staff table per organisational unit planned/budgeted for 2005:

UNIT	CNIDAH	UNDP	
		National	International
CNIDAH National Level:			
Management/Director	8	1	1
Secretariat/Support Services	11	2	0
Permanent Technical Department	8	4	2
Planning Department	5	3	1
Database	6	2	1
Information and International Relations	2	0	0
Juridical Office	2	0	0
Total National Level	42	11	5
CNIDAH Provincial Level:	36	9	3
Total Staff National/Provincial Level	78	20	8

National Project Director:

The National Project Director, appointed by the implementing partner and not financed by the project, is a senior officer of the implementing partner, who assumes overall responsibility for the successful execution of the project toward the achievement of the objectives, and acts as a focal point on the part of government.

Project Steering Committee

The Project Steering Committee is the governance body of the project and has oversight and monitoring functions. It is the highest-authority in project-level decision-making.

Project Steering Committee, chaired by the President of CNIDAH, consists of National Project Director, representatives of MoD, FAA, and INAD, UNDP Mine Action Senior Technical Advisor, and UNDP Assistant Resident Representative for Post-Conflict Recovery or a Programme Specialist for Mine Action.

The Project Steering Committee is particularly responsible for: 1) reviewing and approving Annual Work Plans and Quarterly Work Plans submitted by CNIDAH; 2) providing advices to the signatories to the project document when substantive changes are needed in project's planned results, strategies and implementation arrangements; 3) providing recommendations on corrective measures for the management of project, while monitoring progress, and assessing risks and opportunities; and 4) drawing on lessons learned from the project experience.

The Project Steering Committee holds quarterly meetings for monitoring of the project.

The Project Steering Committee meets in a quarter basis, at the end of the first year of project-implementation for the Annual Review, and at the completion of the project for the Final Review.

National staff financed by the project:

The National staff is provided through the project in support of regular, day-to-day activities within CNIDAH. The personnel provided by UNDP are to some extent providing training support and on-the-job training to regular CNIDAH staff in different jobs within the organisation, including data entry and support to the database, and secretarial support to the organisation's activities. National UNDP staff participates in all training programmes developed as a part of the capacity building of the organisation.

- One (1) National Project Coordinator/Manager, ensuring the effective and coherent administrative and operational management of the project on a full-time basis, given the high level of activities and of resources under the project (ToRs attached as Annex B);
- One (1) Financial and Accounting Assistant to the central CNIDAH institution;
- One (1) Logistics and Administration Assistant to the provincial operations;
- Three (3) Mine Action Field Advisors to strategic provincial locations;

Formatadas: Marcas e numeração

- Two (2) Database and GIS programmers;
- Two (2) Training and Quality Control Assistant;
- Two (2) Mine Survey Assistants;
- One (1) Project Evaluation and Monitoring Assistant;
- One (1) National Planning Assistant;
- One (1) translator/secretary;
- Five (5) drivers/field assistants.

International staff:

➤ One (1) Senior Technical Advisor (ToRs attached as Annex D)

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Main Counterparts: National Project Co-ordinator. Senior Technical Advisor participates and supervises in definition of specific development needs and targets with other departments.

Development Objectives:

- Providing technical advise to counterparts enabling the definition of strategies for the implementation the national Mine Action programme in accordance with national policies and to meet obligations under international conventions.
- Develop the programme's relationships with Ministries, national/international institutions/organisations and donors with regard to the definition of institutional roles, management of the mine action sector and planning/prioritisation of mine action activities.
- Develop initiatives/strategies for resource mobilisation amongst the international donor community, diplomatic missions to Angola and within the Angolan Government.
- Enabling national project director and co-ordinator to produce required documentation for the operational management, personnel management and reporting for the coherent and transparent implementation of the national programme;
- Ensuring technical consistence and advice provided by the UNDP technical advisors and assistants (national and international);
- Preparation, updating and implementation of a Plan for Capacity Development, including training.

- **One (1) Planning and Programming Advisor**

Main counterpart: CNIDAH Planning and Programming Officer

Development Objectives:

- **Short term (6/12 months).** Counterpart enabled to define and implement an annual planning schedule, and coordinate the production of annual provincial mine action plans contributing to the annual national plan.
- Develop the ability to utilize IMSMA data in support of planning activities.
- Able to maintain a system for the regular exchange of information with the Vice Governors/Provincial Mine Action Coordinators.
- **Long term (6/18 months).** Ability to implement/ function within the strategic planning process and contribute in the production of a Strategic National Mine Action Plan.

➤ **One (1) Quality Control and Monitoring & Evaluation Advisor**

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Main Counterparts: (1) CNIDAH Monitoring Evaluation and Accreditation Officer, (2) Quality Control Officer, (3) Accident/Incident Investigation and Training Officer

Development Objectives:

- CNIDAH Monitoring Evaluation and Accreditation Office enabled to accredit national/international/commercial operators for operations in Angola according to National Mine Action Standards.
- Quality Control Officer and CNIDAH QA team enabled to perform all procedures related to the Quality Assurance of all operations in Angola.
- Accident/Incident Investigation and Training Officer capable of conducting accident and incident investigations and submitting appropriate reports in time;
- CNIDAH Monitoring Evaluation and Accreditation Officer, Quality Control Officer, Accident/Incident Investigation and Training Officer enabled to provide and manage the conduct of training associated with QA, accreditation and accident/ incident investigation to mine action operators and stakeholders.

• **One (1) Information Management Advisor**

Main counterpart: CNIDAH Head of Database/Information system administrator

Development Objectives:

- Develop the database personnel's ability to plan and configure the network in order to optimise the support that it can offer to its users.
- Provide training enabling the database personnel to support CNIDAH with IMSMA data-entry and data quality control, prepare IMSMA product (reports, maps, statistics) for management, planning and co-ordination purposes;
- Enable installation/configuration support and training of IMSMA to Vice Governors/Operation Rooms and operators in the field.
- Technical Advise towards the development, hosting and regular updates/maintenance of the CNIDAH web page.

- **One (1) Coordination Advisor**

Main counterpart: Senior of Permanent Technical Department (co-ordination) and relating to the CNIDAH Planning and Programming Officer for monitoring of implementation of the National Plan.

Development Objective:

- **Short term:** to develop a framework tool for analysis of socio-economic impact, rentability and cost-efficiency for planning and evaluation linking national and provincial levels.
- Able to evaluate the provincial and inter-provincial priority setting, evaluating effectiveness of mine action projects against national priorities.
- **Long term:** To increase the counterparts' capacity to provide guidance, instructions, technical advise and support to the provincial co-ordination and Liaison Information Assistants.

- **Three (3) Mine Action Field Advisors**

Main counterparts: 1) Provincial Vice Governors, 2) Liaison Information Assistants, 3) Provincial Working Groups (per pillar, Clearance, Mine Risk Education, Victim Assistance)

Development Objective:

Within the provincial governments, seventeen (17) Information/Liaison Assistants will be in place to ensure constant flow of information and strategic guidance between CNIDAH and the provincial Governors' offices. The Field Advisors objectives are: 1) To provide the LIAs with the skills required to maintain the provincial co-ordination and planning processes and to run the provincial operations room; 2) To enable the provincial working groups with the capacity required to support the Vice Governor with "pillar" specific technical advise and input.

Any other technical expertise in any specific domain of mine action will be provided through the project by short and medium term national and/or international contracts or consultancies, their selection being agreed upon by the Project Management Team.

A.1.3. Project Management team (PMT)

The responsibilities of Project Management Team are to assist the National Project Coordinator/Manager in fulfilling his/her responsibilities for the operational management, and in particular to ensure the effective technical, administrative and financial management of the project by the National Project Coordinator/Manager. The Project Management Team will meet every two weeks or monthly as necessary.

The Project Management Team will be composed of: the National Project Coordinator/Manager, one Senior Technical Advisor or an appointed alternate, the project Finance & Accounting Officer, and one UNDP Programme Specialist or Assistant Resident Representative.

A.2. Activities to be implemented and time-frame

Attached as Annex A: Work-Plan

Beginning under EC grant on 1st May 2005 for an 18 month duration

A.3. Monitoring and Evaluation

A.3.1. Work-plan, Monitoring and Reporting

The project will be implemented in accordance with the revised UNDP Results-Oriented Monitoring and Evaluation Handbook that will be made available to the National Project Coordinator/Manager.

Work-Plans

At the beginning of the project, and subsequently at the beginning of each fiscal year, the National Project Coordinator/Manager will prepare the project's annual work-plan with inputs from, and in accordance with, the PMT.

Quarterly work-plans will then be submitted every 3 months by the Project Coordinator/Manager to UNDP, together with the past quarter's activity and financial reports. The advance of funds for each quarter on the basis of a satisfactory evaluation of the previous quarter's report and the next quarterly work-plan.

Annual work-plans will be submitted for review and approval, prior to yearly review meetings of the PMT, to the President of CNIDAH, the UNDP Resident Representative, and the PMT, as well as any other stakeholder – in particular the EU Delegation - or partners that might make a contribution in the evaluation of the annual project reports and work-plans.

Reporting

CNIDAH, supported by UNDP, will report on project activities and progress to its members and key partners and stakeholders quarterly and annually. All reports will include a financial and a narrative activity report. Narrative reports will track the progress of the activities towards the expected outputs of the project, and provide

information regarding the utilization of inputs (equipment and services) acquired with the project funds advanced by UNDP.

Monitoring

UNDP will monitor the activities carried out by the project through visits to the project sites, and through an assessment of the project reports.

A.3.2. Evaluation

An independent evaluation will be undertaken following the first year of the project implementation, as per the UNDP results oriented monitoring and evaluation procedures. The terms of reference for the evaluation will be prepared by UNDP in consultation with the EU Delegation, and will be reviewed by the PMT, and presented to the UNDP Resident Representative, and the National Project Director (or the President of CNIDAH).

As detailed in the project document for the parallel UNDP project “Rapid Response Fund for Mine Action”, the evaluation of both parallel projects will be carried out simultaneously by the same evaluation team as within the framework of joint Terms of Reference. The Rapid Response Fund project will contribute US\$10,000 towards mission costs as well as operational support by UNDP as needed.

The evaluation report will be distributed to the National Project Director, the UNDP Resident Representative, and the project donors, Unidade Técnica Administrativa para a Cooperação ACP-UE of the Ministry of Planning, and the EC contracting authority. The PMT will prepare a plan of action to ensure the implementation of the recommendations before the end of the project period.

A final evaluation will be carried out at the end of the project. The same mechanism used for the end-of year evaluation will be applied. The final evaluation will determine the modality for the continuity or the phase out of the project.

A.3.3. Visibility

UNDP will ensure the visibility of the European Union as a contributing donor to the project. Information communicated to the press, to project partners, and to the beneficiaries of the action will make reference to the European Union as a contributing donor and will display the European logo where appropriate.

An inaugural event covered by the national media and IRIN will be organised on the day of the signature of the agreement, to increase the visibility of the project.

PART IV. LEGAL CONTEXT

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

ANNEXES:

Annex A – Logical Framework

Annex B – Work Plan

Annex C – Terms of Reference for the National Project Coordinator/Manager

Annex D – Terms of Reference for Senior Technical Advisor, Technical Advisors, Assistants and other Project staffs.

Annex E – Recommendations from the external evaluation of the project ANG/02/008

Annex F – Organisational chart of CNIDAH