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**PROJECT DOCUMENT**

**Azerbaijan**

**Project Title:** Strengthening the Mine Action Programme in Azerbaijan and promotion of the Azerbaijan National Agency for Mine Action as an International Centre for Mine Action.

**Project Number:** Award ID: 00098134; Project ID: 00101570

**Implementing Partner:** Azerbaijan National Agency for Mine Action

**Start Date:** 3 November 2017

**End Date:** 31 December 2020

**PAC Meeting date:** 1 November 2017

**Brief Description**

The history of cooperation between UNDP and ANAMA dates back to year 1999 with the first phase of Azerbaijan Mine Action Programme. The current project document represents the Phase V of the Azerbaijan Mine Action Programme. Immediate objective of the current phase is to continue to support ANAMA, for a period of 3 more years (2017-2019), in its formation of a fully sustainable national institution to be able to oversee all aspects of mine/UXO action programme.

The project aims to support the institutional capacity of Azerbaijan National Agency for Mine Action. UNDP's short-term strategy is to continue to provide ANAMA with technical, advisory, financial, networking and promotional support so that it can sustain, and further develop, its capacity. UNDP's areas of interest, in terms of building the institutional capacity of ANAMA should focus on its ability to effectively undertake the following tasks: mine/Unexploded Ordinance clearance, international networking and support to other mine-affected countries.

Project will also look to the possibility and undertake all possible actions required to continue transformation of ANAMA to the International Center for Mine Action.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

**UNAPF OUTCOME 2:** By 2020, Azerbaijan has enhanced institutional capacities for transparent, evidence-based and gender-sensitive policy formulation and implementation

Indicative Output(s):

**2.5** Azerbaijan's institutions are enabled to provide knowledge services to other developing countries

**GEN2**

<b>Total resources required:</b>	<b>2,560 000 USD</b>	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	160,000 USD
	<b>Donor:</b>	
	<b>Donor:</b>	
	<b>Government:</b>	2,400,000 USD
	<b>In-Kind:</b>	
<b>Unfunded:</b>		

Agreed by (signatures)¹:

Government	UNDP	Implementing Partner
 Print Name: Gazanfar Ahmadov Director ANAMA Date:	 Print Name: Alessandro Fracassetti Resident Representative a.i., UNDP Date:	Azerbaijan National Agency for Mine Action

Note: Adjust signatures as needed

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## I. DEVELOPMENT CHALLENGE

### Azerbaijan National Agency for Mine Action

Since its establishment, the Azerbaijan National Agency for Mine Action (ANAMA) has grown into a mature, well-managed and technically competent mine action organization. It has a well-resourced and international standard training capability; developed primarily to fulfil its own planning, quality management and technical guidance functions, but also to support establishing a broad mine action capacity within the country.

ANAMA enjoys a strong international profile and emerging recognition as a regional 'centre of excellence'. It has played a key role in developing the mine action capacity of several neighbouring countries and has been sought to assist the transition of international operations to national management by one of the largest mine action programs in the world in Afghanistan.

ANAMA is well-positioned, geographically, organizationally and technically to assume a role of an International Mine Action Centre. The viability of such a venture however will depend largely on how successfully ANAMA can package and market its training products and technical services.

Since its establishment ANAMA has accomplished the following:

- ANAMA has cleared nearly 450 square kilometres of land, in the process destroying over 665,000 mines and other explosive weapons;
- More than 160,000 people displaced by conflict have been resettled;
- Mine risk education programmes reach over 50,000 children in schools.

### Problem Statement:

The precise extent of contamination from anti-personnel mines in Azerbaijan is unknown, as Armenian forces currently occupy a significant area of the country where considerable contamination exists. The extent of contamination in areas occupied by Armenian forces is unknown, but according to the estimation by the Azerbaijan National Agency for Mine Action (ANAMA) contamination may cover between 350km<sup>2</sup> and 830km<sup>2</sup>, and contain between 50,000 and 100,000 mines.

Since 2001, survey and clearance have been reducing and better defining the extent of contamination within areas under the control of Azerbaijan. In 2003, the Landmine Impact Survey (LIS) identified 970 suspected hazardous areas (SHAs) covering 736km<sup>2</sup>. In 2006, resurvey reduced the estimate of contamination to 306km<sup>2</sup>. Further resurvey by ANAMA in 2008–09 combined with clearance operations reduced total SHA to 184km<sup>2</sup> across 280 areas, of which 89 were believed to contain mines and 191 only unexploded ordnance (UXO).

Mine and explosive remnants of war (ERW) contamination in Azerbaijan is the consequence of the 1988–94 armed conflict with Armenia – which saw landmines laid by both sides – and ammunition abandoned by the Soviet army in 1991. The most heavily contaminated areas are along the borders and confrontation lines between Armenia and Azerbaijan, including the area in and around Nagorno-Karabakh. The adjoining districts of Gubadly, Jabrayil, Kelbajar, Lachin, and Zangilan, as well as parts of Aghdam, Fizuli, and Tartar, are under the control of the Armenian forces, and are suspected to contain mines and UXO.

For the purposes of this project, Mine Action is used to refer to a combination of activities designed to; reduce real and perceived risks to affected populations of landmines, cluster munitions, ammunition stockpiles and Explosive Remnants of War; Reduce developmental consequences of contamination; and Further boost ANAMA's access to the international mine action sector as a potential service provider and regional training centre.

Full linkage of demining and development demands a new paradigm for mine action at a local level, where clearance is seen as an **enabling activity** or a **service in support of development**, rather than a separate activity. When fully linked to development goals, mine action

becomes a team player with a specific role of ensuring that it makes the greatest possible significant development change to the reduction of the humanitarian or socio-economic impact of mines.

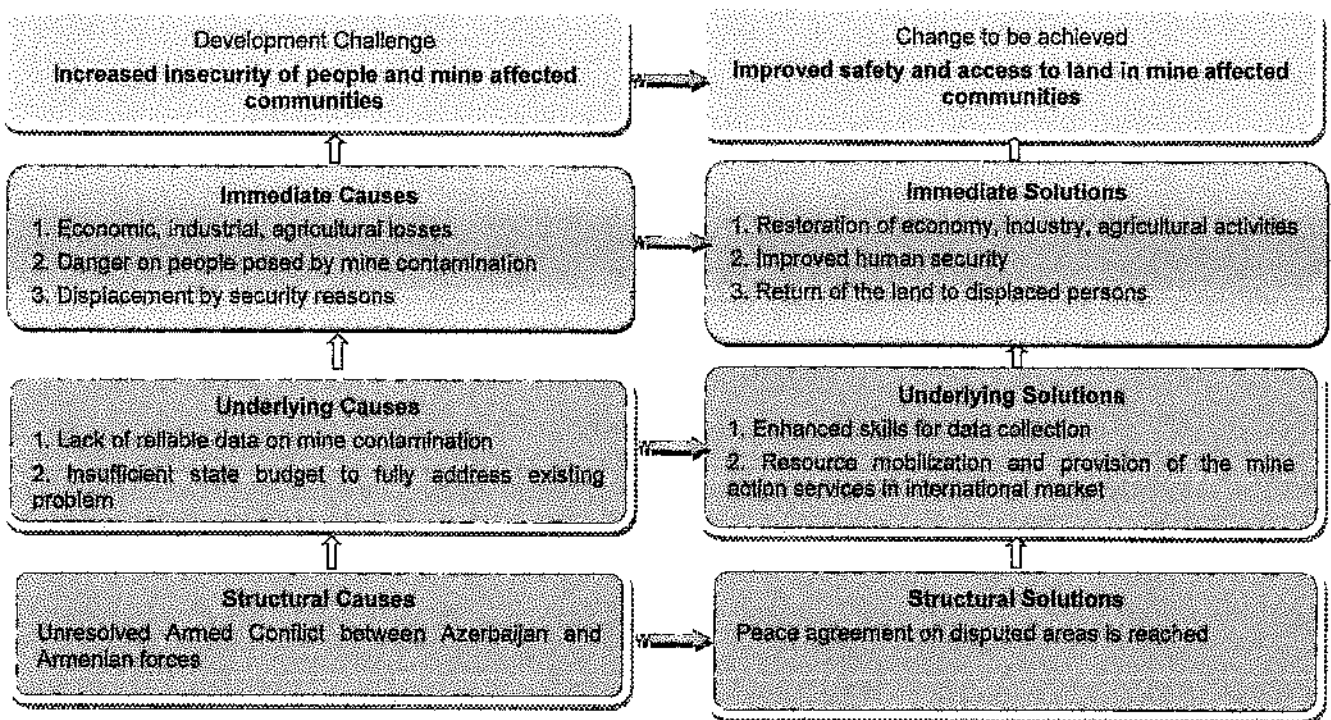
ANAMA is integrated into the State Social and Economic Development programme. The current mine action strategy is for 2014–2018. ANAMA's long-term strategy is to expand its services to the international market and clear the occupied territories as and when they become released.

## II. STRATEGY

The project will provide further support for mine clearance operations on currently accessible land contaminated with mines and explosives, as well as exposure to ANAMA to the international mine action market by helping it sharing its knowledge, expertise, training and research as part of a South-South and Triangular Cooperation which will use UNDP's global network of offices.

### Theory of Change

The theory of change is presented in diagram below:



As it is seen from the Theory of Change diagram, mine/UXO affected areas poses serious threat to the security of the people living in or close to the war areas and battlefields. Contamination also hampers any potential economic, industrial and agricultural activities that can improve the livelihood of the population in and close to the areas identified as mined.

Absence of the mine maps increase the time and cost required to perform demining operations. In addition, the state budget allocated to ANAMA is not sufficient to resolve existing mine problem. Unresolved conflict over Nagorno Karabkh limits the donor contributions allocated to Azerbaijan by international mine action community.

The project's immediate objective is to continue to support ANAMA in its formation of a fully sustainable national institution to be able to oversee all aspects of mine/UXO action programme.

UNDP's short-term strategy is to continue to provide ANAMA with advisory, financial, networking

and promotional supports so that it can sustain, and further develop, its capacity. UNDP's areas of interest, in terms of building the institutional capacity of ANAMA should focus on its ability to effectively undertake international networking and support other mine-affected countries.

UNDP's long-term strategy should be to offer ANAMA technical support in preparing and implementation of the Contingency Plan to intervene, as rapidly as feasible, in all aspects of mine/UXO action programme in the occupied territories as soon as the peace agreement is reached.

UNDP aims to help improve the resource endowments of the poor and boost food and human/community security, employment and livelihoods by using mine action to:

- i. Empower and protect people and their communities;
- ii. Restore livelihoods;
- iii. Support recovery and development.

The key development outcomes and results to be achieved by UNDP's Development and Mine Action programme in Azerbaijan are:

- Improved physical capital (e.g., irrigation systems, road construction, water and sanitation systems);
- improved human capital (agricultural production, land title issues and land use planning);

### **Sustainable Development Goals:**

UNDP's Development and Mine Action programme has the potential to contribute, depending on the context, to the attainment of most of the SDGs. At minimum, the presence of landmines and ERW hampers access to and use of resources and infrastructure. Mine action removes those barriers and prevents accidents, providing freedom from fear and insecurity. UNDP's Development and Mine Action approach will contribute to rebuilding more resilient communities. Where jobs, livelihoods and human security for the poor are threatened and where institutions have no capacity to lead and coordinate mine action programmes and development plans, the inability to bridge the gap between development and mine action will affect progress for years. UNDP's approach and focus aims to close this gap for the benefit of affected people.

### **UNDP Development and Mine Action Framework's links to other Plans/Strategies**

#### **Link to UN Mine Action Strategic Plan Objective 3:**

The transfer of mine action functions to national actors is accelerated, with national capacity to fulfil mine action responsibilities increased.

Indicators:

- Percentage of affected states in which national authorities coordinate mine action activities and directly implement and manage mine action responses
- Percentage of resources for mine action designated under national budget or managed by national authorities
- Percentage of affected states with national strategies and completion plans that articulate milestones

#### **Link to UNDP Strategic Plan 2014-17:**

UNDP's work will be reported against the following outcomes and outputs of the Strategic Plan:

Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services.

Output 3.1. Core functions of government enabled (in post-conflict situations) to ensure national ownership of recovery and development processes.

Output 7.5. South-South and Triangular cooperation partnerships established and/or strengthened for development solutions services.

#### **Link to relevant SDGs and targets (Agenda 2030)**

SDGs and targets to which development and mine action contributes:

Goal 1. End poverty in all its forms everywhere.



Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

Goal 3. Ensure healthy lives and promote well-being for all at all ages

Goal 6. Clean Water and Sanitation

Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable.

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### **III. RESULTS AND PARTNERSHIPS**

#### ***Expected Results***

***The project works to achieve 5 core results:***

#### **Result 1. Mine Clearance Operations are prioritized and continued to maximize socio economic impact.**

Under this activity it is planned to achieve the Improvements in physical capital through:

- ❖ Clearance of land suitable for Irrigation systems
- ❖ Clearance of land for Road construction
- ❖ Clearance of land for Water and sanitation systems: More households with access to safe water sources;
- ❖ Clearance of land for resettlement of IDPs according to the Government priorities.

#### **Result 2. Unexploded Ordinance clearance operations are sustained to ensure safe livelihoods for population living close to contaminated land**

This activity will help to clear **explosive remnants of** (bombs, shells, grenades, cluster munition, etc.) that did not explode when they were employed and still pose a risk of detonation, sometimes many decades after they were used or discarded.

- ❖ Clearance of UXOs in former munition stores left over from the Soviet Army
- ❖ House Clearance operations for communities and individuals that are most affected by UXOs

#### **Result 3 Networking and certification support is provided to further promote ANAMA as an International Mine Action Center**

- ❖ International Conference on Mine Action organized in Azerbaijan for the potential service recipients to get familiar with current ANAMA premises, facilities and training capacity
- ❖ Assessment mission organized for the certification of ANAMA to enable its participation in UNMAS projects worldwide
- ❖ Support in mine clearance and trainings is provided to other mine affected countries

#### **Result 4 Infrastructure for maintenance and implementation of the demining operations and UXO clearance is upgraded**

- ❖ Procurement of relevant equipment

#### **Result 5 Gender sensitive approach on mine action is introduced**

- ❖ ToT training for ANAMA staff to create the pool of trainers on gender sensitive approach to working with affected populations
- ❖ Development of training manual for ToT to be used by ANAMA staff for future trainings

***It is expected that by the end of the project:***

- ANAMA will sustain demining operations and will clear additional 75 min sq.m of the land during 2017-2020

- ANAMA will increase its capacity in delivering mine action services to other mine affected countries.
- ANAMA will pass through applicable international certification if and when applicable to be able to expand its services.

#### **Resources Required to Achieve the Expected Results**

- The proposed budget of the project is 2,560 000 USD, whereas the major proportion of the funds will be used to sustain demining operations on the currently accessible territories contaminated by landmines and UXOs.
- In addition, project will also seek support of the IRSC in the technical assistance with applicable international certification, development of the specific business plans and formulation of the marketing strategies.
- Project will also use financial resources and provide logistics support to the activities showcasing ANAMA's operations and technical training capabilities.

#### **Partnerships**

- The main Government Partner in this project is the Azerbaijan National Agency for Mine Action who will also serve as Implementing Partner for this Project
- Project will also implement fund raising activities involving traditional Donors contributing to the mine action worldwide like Government of the UK, European Union, Government of US and others.
- Project will also explore the ways of the expanding partnership with Geneva International Centre for Humanitarian Demining, mine action centres attached to Cranfield and James Madison Universities and direct contacts with other country based Mine Action Centres.
- The most immediate market for an International Mine Action Center based in Azerbaijan could encompass more than 20 states spread across South-Eastern Europe, Eastern Europe and Central Asia, though there is potential to attract clients from outside these regions. Apart from the Regional Centre for Underwater Demining in Montenegro, there are no other international mine action training centres operating in the above regions.

#### **Risks and Assumptions**

#	Description of Risk	Category	Impact & Probability	Counter-Measures / Management Response
1	If the current financial crisis persist, government's contribution may slide down.	Financial	I = 4 P = 2	Extreme caution is taken by ANAMA while expanding its working horizon and new opportunities of fund raising are explored through the provision of services to other countries
2	Azerbaijan not being a States Party (APMBT) may deter some potential donors.	Political	I = 3 P = 2	Azerbaijan's continued support to ban mine production and transportation, and submission of Article-7 report.
3	Lack of a Contingency Plan may hinder seriously in addressing the mine action need in a cost and time effective manner in the wake of occupied land being liberated.	Org	I = 4 P = 1	A team should be constituted by the GoAzB with ANAMA in the fore-front to prepare the Contingency Plan UN Inter-Agency Contingency Plan is in the process of the development and may serve as the basis of the comprehensive Contingency Plan to be developed by the Government.

### ***Stakeholder Engagement***

"Strengthening the Mine Action Programme in Azerbaijan and promotion of the Azerbaijan National Agency for Mine Action as an International Centre for Mine Action" primarily targets ANAMA to empower and enable it to sustain its current demining and training capacity through the expansion of the services to other mine affected countries. Through the support to ANAMA the project targets mine affected communities in Azerbaijan to ensure safe living conditions and the reduction of the humanitarian or socio-economic impact of mines for the vulnerable population. Project will also support government priorities for the clearance of land that is used for the resettlement of IDPs.

### ***South-South and Triangular Cooperation (SSC/TrC)***

South-South collaboration among national mine action programmes have been supported through a mine action exchange programme established by UNDP in the early 2000s. With limited funds available in recent years, international gatherings and communities of practice have offered opportunities for representatives of national programmes and other UNDP partners to meet. UNDP supports and assists national programmes to prepare for these encounters, triggering numerous nationally led initiatives.

Besides bilateral exchanges, tight partnerships generate communities of practices, where knowledge and experiences, assets and services are shared and other stakeholders are invited to contribute. In this project UNDP will take the role of initiator, nurturing South-South and triangular collaboration, and expands them to include development practitioners.

ANAMA is supporting other countries with their national mine action programmes. It has provided training to the Georgia National Army unit charged with mine action, and to a Turkish consortium clearing a border crossing with Syria. A partnership with the national mine action agency in Afghanistan is helping it prepare to take over tasks presently done by international partners. ANAMA closely works with Geneva Centre for Humanitarian Demining in organizing joint trainings for other mine affected countries.

South – South cooperation is an important focus of the current project that will build on already existing experience of ANAMA to render services to other countries and will support ANAMA in receiving accreditation from UNMAS.

### ***Sustainability and Scaling Up***

UNDP provided capacity building and resource mobilization support to ANAMA since its establishment in 1999 when the 90 percent of the budget of ANAMA was provided by international Donor Community. Today Government of Azerbaijan is providing more than 80 percent of the financial resources required by ANAMA to implement mine action activities in the country. South-South dimension of the project will provide the basis for ANAMA to scale up its training and demining capacities once the support to other countries will be in demand. In addition, in the case of the peace agreement ANAMA will need to drastically increase its capacity to deal with the mine and UXO problem in occupied territories.

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## **IV. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

Today ANAMA is the Agency that are fully managed and operated by indigenous staff. ANAMA has all means for the implementation of the full scale demining operations. It has manual demining capacity, mine detection dogs, technical survey team, training and quality assurance and mechanical demining. Innovative approach and full nationalization of the agency make it one of the most cost efficient and effective mine clearance institutions worldwide. The cost of clearance of the land for ANAMA is 3 USD per sq.m. Recent ANAMA's proposal and introduction of the concept of the reduction of the land through technical survey helped re-prioritize and reduce the areas

identified as mined earlier. Project will build on current achievements of ANAMA as well as will explore the introduction of new innovative approaches in the area of the mine and UXO clearance.

### ***Project Management***

**National Implementation (NIM).** The project will be nationally executed and implemented by ANAMA who will be the Implementing Partner, and the Beneficiary, of the project. In its capacity as Implementing Partner, ANAMA will be responsible for overall project management, procurement and contracting. Implementation support will be provided by the UNDP Country Office upon ANAMA's request. As the Implementing Partner, ANAMA will also be responsible for the facilitation of all international consultant missions undertaken within the context of this project and its related activities, ensuring appropriate access to project site, relevant data, records, agencies and authorities. UNDP will provide support and services offered to the project as detailed in the project annual and quarterly work plans.



## V. RESULTS FRAMEWORK<sup>2</sup>

### Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

By 2020, Azerbaijan has enhanced institutional capacities for transparent, evidence-based and gender-sensitive policy formulation and implementation  
Indicative Output(s):

### Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

2.5 Azerbaijan's institutions are enabled to provide knowledge services to other developing countries

Applicable Output(s) from the UNDP Strategic Plan: Output 7.5. South-South and Triangular cooperation partnerships established and/or strengthened for development solutions services.

#### Output 1

Strengthening the Mine Action Programme in Azerbaijan and promotion of the Azerbaijan National Agency for Mine Action as an International Centre for Mine Action.

Award ID: 00098134

Project ID: 00101570

EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>3</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...		FINAL
Output 1 Strengthening the	1.1 Sq.m of land cleared	ANAMA	448 mln sq.m	2017	25 mln sq.m	25 mln sq.m	25 mln sq.m	25 mln sq.m	...	523 mln sq.m	Project evaluations, audit, ANAMA reports

UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

<p>Mine Action Programme in Azerbaijan and promotion of the Azerbaijan National Agency for Mine Action as an International Centre for Mine Action.</p>	<p><u>1.2 Number of training services provided by ANAMA to other mine affected countries</u></p>	<p>ANAMA</p>	<p>21</p>	<p>2017</p>						<p>27</p>	
	<p><u>1.3 ANAMA passed through UNMAS certification (Y/N)</u></p>	<p>ANAMA</p>	<p>N</p>	<p>2017</p>						<p>Y</p>	

## VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:  
**Monitoring Plan**

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UNDP -ANAMA	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP -ANAMA	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP -ANAMA	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP -ANAMA	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UNDP -ANAMA	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the	Annually, and at the end of the project (final		UNDP -ANAMA	

	results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	report)		
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	at least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	UNDP -ANAMA

#### Evaluation Plan\*

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	UNDP -ANAMA	Output 7.5. South-South and Triangular cooperation partnerships established and/or strengthened for development solutions services.	2.5 Azerbaijan's institutions are enabled to provide knowledge services to other developing countries	December 2018	ANAMA	10,000 USD

Optional, if needed

## VII. MULTI-YEAR WORK PLAN <sup>56</sup>

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)				RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1	Y2	Y3	Y4		Funding Source	Amount (USD)
Output 1 Strengthening the Mine Action Programme in Azerbaijan and promotion of the Azerbaijan National Agency for Mine Action as an International Centre for Mine Action.	<b>Result 1.</b> Mine Clearance Operations are prioritized and continued to maximize socio economic impact.	200,000	860,000	860,000		ANAMA	Mine clearance	1,920,000
	<b>Result 2.</b> Unexploded Ordnance clearance operations are sustained to ensure safe livelihoods for population living close to contaminated land	30,000	100,000	100,000		ANAMA	Uxo clearance	230,000
	<b>Result 3.</b> Networking and certification support is provided to further promote ANAMA as an International Mine Action Center		100,000	50,000		ANAMA	Conference, networking, promotion	150,000
	<b>Result 4.</b> Infrastructure for maintenance and implementation of the demining operations and UXO clearance is upgraded	150,000	50,000	145,000		ANAMA		345,000
	<b>Result 5.</b> Gender sensitive approach on mine action is introduced	5,000						5,000
<b>Sub-Total for Output 1</b>								2,650,000

Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.



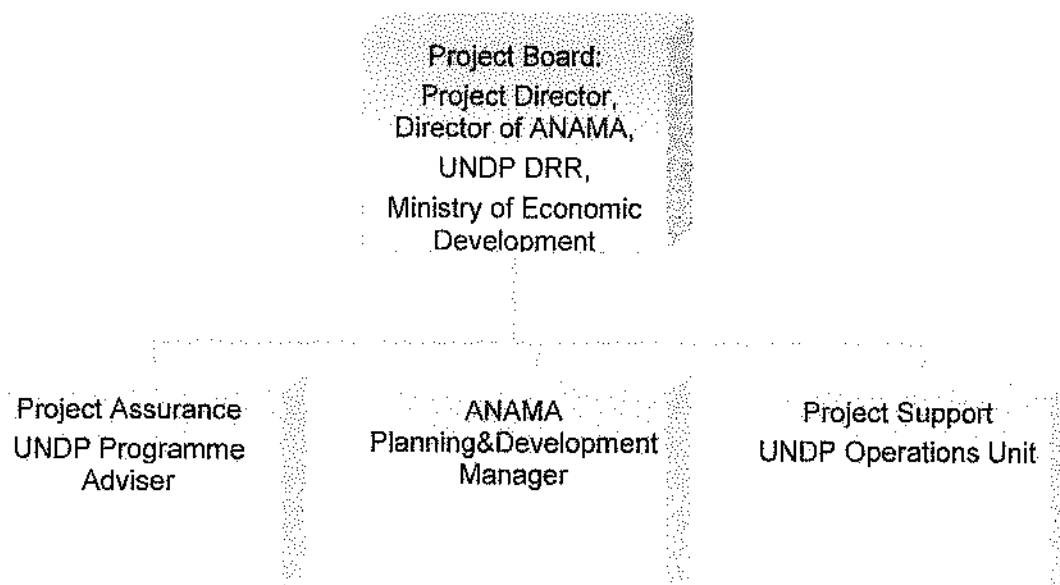


## Governance and Management Arrangements

**Project Governance Arrangements.** The project will have a following governance structure:

Project Board: the Project Board will be the executive decision making body for the project, providing guidance to the Project Manager, and approving workplans, budgets and project revisions. The Project Board Group will consist of three members:

- The Chair (Implementing Partner) will convene the Project Board. This position will be held by the National Project Director, Director of ANAMA
- The Senior Supplier. This position will be held by the UNDP DRR, or a designated UNDP Development Advisor; and,
- The Beneficiary Representative will be identified by UNDP and ANAMA to represent the project beneficiaries.



Project Management. The role of the Project Manager will be delegated to ANAMA Plans and Contract Officer. He/she will be tasked with the day-to-day management of the project activities, as well as with financial and administrative reporting. The Project Manager will be responsible for project implementation and will be guided by Annual and Quarterly Work Plans and follow the RBM standards. The Project Manager will prepare Quarterly Work plans and quarterly progress reports, including updates of Risk and Issue logs and submit them to the Project Board for approval.

iii. Project Assurance. UNDP will designate a Programme Advisor to provide independent project oversight and monitoring functions, to ensure that that project activities are managed and milestones accomplished. The UNDP Programme Advisor will be responsible for reviewing Risk and Issue logs, and ensuring compliance with the Monitoring and Communications Plan.

iv. Project Support. UNDP will provide financial and administrative support to the project when requested by ANAMA. UNDP will provide auditing according to the relevant UNDP Rules and Procedures for auditing NIM projects.

#### Capacity Assessment:

Azerbaijan National Agency for Mine Action (ANAMA) was established on July 18, 1998 by the Presidential Decree No.854 under the State Commission for Reconstruction and Rehabilitation of war affected territories. ANAMA is responsible for planning and coordination, management and monitoring of mine action related activities all over the country. The Agency operates according to the Azerbaijan National Strategic Plan and ANAMA Principles. ANAMA has the sustainable coordination and operational capacity and has, beside the national HQs in Baku, 2 Regional Offices and 3 Sub-regional Offices in the rural areas of Azerbaijan. These offices are well-equipped with trained and qualified staff-persons, manual demining teams, mine detection dogs, mechanical demining machines, UXO clearance and emergency response teams. ANAMA effectively manages contributions from multiple donors and also proves to have a proven capacity in coordination of the efforts on inter-agency level with other Government institutions. From the date of establishment ANAMA managed budget exceeding 30 mln USD. Compared to other programmes in the world, ANAMA is very cost effective with the price of about 3 USD spent for sqm. cleared. HACT micro assessment is attached.

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## VIII. LEGAL CONTEXT AND RISK MANAGEMENT

### LEGAL CONTEXT STANDARD CLAUSES

#### Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

### RISK MANAGEMENT STANDARD CLAUSES

#### Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA *[for the Supplemental Provisions]*, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
  - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
  - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]<sup>7</sup>.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.