



Project Document

*Project to Support Institutional Capacity Development for the Center for
Demining and Clearance of Ouidah*

Between

The Government of the Republic of Benin

and

The United Nations Development Program

Country: Benin

UNDAF Effect /Indicator:

By 2013 public institutions, local communities and civil society implement more good governance rules and ensure better management of crises and Natural disasters

CPAP Effect: The capacity of the Government and the one of local communities are strengthened so as to avert and to improve the management of crises and natural disasters

Indicators :

- Implementation Rate of the planned activities
- Number of people trained under the project

Expected Outputs /

- Educational consolidation of the training Center

Annual Targets:

- The Training Center's Equipment

Leading Agency:

The Ministry in charge of Forecasting, Development, Public Policies Evaluation and of Government Action Coordination

Implementation Agency:

Ministry for National Defense (Capacity Development for the Center of Demining and Clearance Actions of Ouidah)

Brief description of the project

The United Nations Development Program (UNDP) in cooperation with the Government of Benin and that of Japan is proposing to implement for 2009-2012 the Project to support Institutional Capacity Building for the Development Center for Demining and Clearance Actions of Ouidah. This project will benefit from the Japanese government technical and financial support.

The project aims to expand shelter and training capacity for the CPADD so as to meet the demands of multiple stakeholders involved in the anti mines combat in the region.

The main actions under this project are: the increase of CPADD's infrastructure; rehabilitation of the old buildings and construction of new ones, acquisition of equipment and organization of regular training sessions on Humanitarian demining (EOD / EOD 2 and 3, management of the demining Center) in favor of military and civilian personnel.

The project implementation arrangement is NEX. The implementing partner of the project is the Ministry for National Defense, with CPADD as leading party.

Program duration: 2009 - 2011

Domain of Strategic Result: Crises prevention and rehabilitation

Project Title: Support Project for Strengthening Institutional Capacity Development for the Center for demining and clearance

Project N*: _____

Project Duration: 2 years (with possibility of extension)

Management Arrangements: NEX

Total Budget: 2 000.000 US\$

Allotted resources: 2,000,000 US \$

• Government : -

• Other Resources : -

Japan: 2,000,000 US \$



P. Koufaké

Signature of Minister of State in charge of Forecasting, Development, Public Policies Evaluation and of Government Action Coordination



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Signature of Minister of State for National Defense

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Programme des Nations Unies
pour le Développement
of UNDP

10-02-10

Signature of the Resident Representative of UNDP



1. Situation Analysis

1.1. Context

1.1.0. Brief overview on the general situation

The twentieth century is considered at the global level as one of the bloodiest in the history of mankind. The gas chambers at Dachau and Auschwitz, the two world wars, the bombing of Nagasaki and Hiroshima, the mass killings in East Timor, Cambodia, Sudan, Angola, South Africa, Rwanda, Yugoslavia, etc. perfectly illustrate this finding.

Considering the West African sub-region, we might hold as examples the cases of Sierra Leone, Liberia, Guinea, Senegal (region of Casamance), Guinea Bissau, to which we should add the cases of the various identity crises for instance in Nigeria and Côte d'Ivoire, and the former Zaire in the Great Lakes, and the religious conflict or the armed rebellions in Mali and in Niger.

1.1.1 The relationship between development and peace keeping

The analysis of the sociopolitical situation in Africa over the past two years shows a continent depressed by several forms of violence such as war and other armed conflicts of which the effects contribute to the impoverishment of the continent. Not only do these conflicts destroy the foundations of progress towards development while amplifying poverty and inequality which are sources of new conflicts, but they also feed the vicious circle of violence and instability. This situation explains the interdependence between development and peace which is the basis for poverty alleviation, human security improvement, inclusion in all its forms and good governance promotion. From this perspective, the link between conflict, security and development is so obvious that ensuring a comprehensive, harmonious and sustainable development goes along with establishing adequate conflicts prevention and management mechanisms.

1.1.2. Contributions of the UN, the African Union and ECOWAS

The proliferation of armed conflicts worldwide has led the United Nations to take collective measures for peacekeeping (Peacekeeping Operations - PO -) of which the role is to help create the necessary conditions for a peaceful settlement of disputes through negotiation.

On the other hand, since the beginning of the century more than 40 countries have been afflicted by violent conflicts that have displaced over 25 million people within their countries, to whom we must add about 12 million refugees.

UNDP is working with the Office for Humanitarian Affairs Coordination and the rest of the UN System to assist national authorities to take immediate initiatives for early recovery and transition activities and move from a short or medium term post-crisis recovery strategy to a long term national development framework.

In the same dynamic and convinced that peace, security and good governance are the prerequisites for the continent's sustainable development, the African Union has launched several initiatives of which the most important ones have enabled the adoption of some activities such as: African institutions capacity strengthening for early prevention, for management and resolution of conflicts and the one formalizing African leaders commitment for peace.

Within the West African sub-region, ECOWAS has undertaken some initiatives. As a matter of fact, since the 90's the member states of ECOWAS had recognized the dangers inherent in the sub-region security deterioration due to the adverse consequences of small arms proliferation, death risks increase and injuries to citizens and security forces and other similar threats. So many things that threaten democracy, political stability, development, and the sub-region economic growth.

With these threats, the member states of ECOWAS have developed and adopted the Moratorium on the Importation, Exportation and Manufacture of Light Weapons in West Africa (1998) and recently acceded to the ECOWAS Convention on Small Arms and Ammunition (2006) in order to run the process of arms control, to identify and address fundamental weaknesses in the legislative and administrative, organizational, management, control and Accountability on small arms in the Member States and the sub region as a whole.

To achieve this sub regional unity in a logical and coherent objective, Member States are supposed to have introduced laws that govern the parameters of the legal definition of illicit ownership on arms and light weapons based on international standards. However, strong legislation alone will sure have limited impact, if it lacks a strong institutional capability in other areas.

1.1.3. The situation in Benin

In the West Africa sub region, the Republic of Benin is almost universally held as an example of a peaceful country. Indeed, apart from the conflicts that characterized the first years of independence, no other conflict can register Benin on either of these lists.

Moreover, since 1990 Benin has undertaken a process of democratization. The transition to democracy was made smoothly, and it began the democratic process following the rule of law, with the installation and running of effective democratic institutions, the regular holding of free and transparent elections and press freedom in practice. Given to all this, Benin is considered as a country of peace that should be preserved at all costs. This view is further proven when Benin is considered on the international or regional arena.

In light of these analyses, the Beninese diplomacy is trying to consolidate peace and security in the world. Therefore, Benin has signed major international conventions relating to human security. For examples the Convention on the Non-proliferation of chemical, biological and nuclear weapons, the Convention on the Prohibition of Anti-personnel mines (enforced in 1999) - Ottawa Convention.

1.1.4. Presentation of CPADD and the advent of the project

In February 2001, the Bamako seminar called the African States that are parties to the Ottawa Convention, to implement their commitments, in particular through a regional cooperation. Thus, with the support of France, Benin created in 2003 a regional school specialized in Humanitarian Demining Training. This is a Center for Improvement in post-conflict Demining and Clearance Actions (CPADD). Its main task is to provide advice, training and assistance to African countries which are affected by the problem of landmines and explosive remnants of war. The Center offers such training to meet the needs of humanitarian demining programs and peacekeeping operations on the African continent. These courses target two categories of beneficiaries namely the indirect beneficiaries that are African people, including the citizens of the thirty Francophone and Lusophone countries facing the scourge of landmines in Africa

These trainings have produced significant results particularly in the reconstruction efforts of recipient countries which are compelled to new development strategies.

This is also the reason for the steady increase in demands for training for the last three years and which the Center intends to meet. After six years of experimentation, CPADD appears today as an institution carrying big ambitions in the field of conflict and post-conflict situations management in Africa. The infrastructure installed so far appears inadequate to meet new ambitions. Then it becomes imperative to extend the Infrastructure of the Center and to flesh out the technical support personnel. This explains the emergence of this project which is the result of the partnership between Japan, UNDP and the State of Benin through the CPADD.

1.1.5. Justification of UNDP's involvement

The Project to support Institutional Capacity Development for the Center for demining and clearance of Ouidah is particularly appropriate in the context of crisis prevention and recovery which is one of the four areas of concentration in the UNDP 2008-2011 Strategic Plan. As a matter of fact, in its Country Program Document (CPD) over the 2009-2013 period in Benin, the UNDP is committed to help strengthen the national and regional crisis management and rehabilitation capacities so as to mitigate their impact on the vulnerability of the most disadvantaged social strata. Therefore the UNDP is right in acting as an operational partner in developing and implementing this project of which the results will certainly contribute to the achievement of the Effect N°9 "The capacity of the Government and of local communities are strengthened in terms of crises and natural disasters prevention and of improved management." from CPD and indirectly from MDGs 1, 6 and 8.

2. Objectives

2.1. Global Objective

In general, the project aims at strengthening the CPADD's institutional and operational capacity to enable it to play a greater role in anti-mines action on the sub-regional and regional arena.

2.2. Specific Objectives:

Specifically the project will enable develop:

- Capacity expansion in terms of infrastructure and equipment
- Capacity building in training for CPADD

3. The strategy of the Project and its expected results

3.1. - Implementation Strategy

This project is intended as a contribution from UNDP to the Government of Benin in the framework of its humanitarian cooperation policy implementation. Funded by the Japanese government, it appears as a response to the aspiration of the State of Benin to expand and strengthen its policy in this area.

Its objectives relate broadly to the major lines of the Framework Plan of the United Nations Development Assistance and signed between the Government of Benin and the UN system, covering the period of 2009-2013. The implementation of this Plan is based on a partnership under the leadership of the Government. It will particularly seek to ensure coherence of actions undertaken by the UN system with the challenges and priorities at the

national level. It will also ensure the cooperation between various development partners for a better coordination between the Framework Plan and their assistance policy frameworks to Benin.

The main strategy of the project relies on partnerships between the governments of Japan, France, Benin and the UNDP. The various stakeholders involved in the project are the Japanese government, the main donor and lender that. In fact the Japanese government provides financial support through the provision of project resources. These resources are entrusted to UNDP Benin, which answers not only for their management but also for the results' optimal achievement.

Four categories of activities are included under the operational implementation of this project. It is about the expanding the Center's activities (renovation and construction of buildings); providing training activities for learners from diverse backgrounds in the sub region as well as networking events, recruiting ongoing and/or occasional technical staff; equipping the center namely the newly built or the renovated infrastructure, and strengthening the Center's education program.

Regarding the construction of infrastructure, the works will be entrusted to a company that will be hired following a competitive tender. However, if necessary and agreed with UNDP on clearly defined bases, the engineering corps can be used on government's suggestion in order to reduce or convert some costs.

The technical plans for expansion and construction designed by an architectural firm in conjunction with the direction of the Engineers Corps will need to be reviewed and refined for this purpose.

The acquisition of equipment is related to office furniture, classrooms and accommodation (furniture and electric household facilities for the new buildings or refurbished ones), equipment and computer Acc. With all the activities of staffing, the purchase will be executed by the implementing agency following the terms and procedures of UNDP in the field, or by the UNDP at the request of the latter.

As for training activities, they are held in rotating sessions administered by a team of technicians operating in the field and which are to be extended considering the new ambitions of the structure. This team consists of experts of the CPADD's technical staff. However, if necessary, other experts could be provided by the Japanese government or any other countries

in the sub-region. The courses are organized in modular format and will be conducted in groups of learners.

The modality of the project implementation is NEX (National Execution) and the Ministry of National Defense is the agency of implementation. But in view of the nature of the project and to facilitate the achievement of operational activities, the Ministry will delegate management authority to the leading team of CPADD. Thus, the Director of CPADD is responsible for the operational management of the project. In this capacity he is responsible for the results quality, the implementation of activities in time, the supervision of the consultants and staff involved in the implementation of the activities. He will be assisted by an accountant secretary and a driver for the project needs.

A steering committee composed of Government representatives, namely the Minister of National Defense or his representative (i), development partners including the Ambassadors of Japan and France, or their representatives (ii) and other technical and financial partners whose activities focus on topics related to military and/ or humanitarian cooperation (iii) and of organizations of the civil society with related expertise area, and of other project's stakeholders. They will meet quarterly to discuss the project's broad strategic, organizational and financial directions.

To play the full synergy effects, the project will use the monitoring framework established in the framework of project under UNDP financing or under its responsibility.

3.2. Expected outputs and activities

The achievement of the objectives calls for the definition of three main outputs. Those outputs must be attained through the implementation of the project. The three outputs are broken down into activities as follows:

Output 1: The infrastructure and facilities of CPADD are reinforced

Activity 1.1. : Purchasing equipment and furniture

The main activity is to rehabilitate the infrastructure, build and equip the center so that it can meet its new ambitions. This requires the recruitment of a consultant to build and manage computer network and protect the computer system. To this end, training rooms and trainees rooms must be equipped with adequate materials and goods in order to efficiently ensure the planned training.

Activity 1.2. : Substructure Rehabilitation

The Development Center of Ouidah was created in 2003 with the construction of a building used to host only the management board, the teaching profession and the students of CPADD. Since the inauguration of the center, nearly 800 Diplomas have been assigned and the center has received students from the "humanitarian world," of various African countries.

The center's rehabilitation activity consists in increasing its capacity (currently 24) to obtain 48 individual rooms for accommodations and four (04) classrooms for the simultaneous organization of several courses. Considering those changes, some sanitation works will be done.

Output 2: CPADD training Capacity building

Activity 2.1: organize regular training in humanitarian demining (EOD 2 and 3) for military and civilian personnel involved in demining operations in Africa and particularly in ECOWAS and ECCAS

The operation is to accommodate and feed the trainees, to cover the costs of conference services, travel expenses and to provide allowances for participants, resource persons and trainers, interpretation and publication of the produced documents. Two kinds of courses are provided at this level. The first training is for 15 trainees to be trained as managers able to participate as an EOD team leader within a basic unit or an anti mine action center.

The training lasts about two months. The second one consists in training managers able to participate within a basic unit or a center in actions against mining and war explosive remnants that may be encountered in peacekeeping missions or during humanitarian demining missions in Africa. Lasting 53 days, this EOD 2 training gives participants the ability to move, transport, and neutralize mines and single or multiple ERW.

Activity 2.2: Organize regular training in operational management of humanitarian demining program for civilian personnel involved in regional programs in Africa and particularly in ECOWAS and ECCAS

The objective here is to train professionals in the field of management of humanitarian demining. Trainees are given information on methods, tools and know-how for planning, organizing and managing a humanitarian demining program. The training lasts about 40 days. It is intended for 15 trainees.

Activity 2.3: Provide additional human resources for the training

The CPADD has a staff of twenty eight (28) members for the management of learners and for its administration. This staff is composed of civilian and military personnel and is presented as follows:

Director of Center	01 Senior Officer of the Beninese Army
Director of Studies	01 Senior Officer of the Beninese Army
Director of Training	01 Senior Officer of the Beninese Army
Expert in demining and pyrotechnic clearance	01 NCO of the French army
Expert Trainers (permanent)	04 Officers of the Beninese Army
	02 NCO of the Beninese army
Trainers specialized in reinforcement	02 Officers of the Brazilian Army
	01 Officer or NCO from an African country
Consultant from NGO	01 Expert in humanitarian demining
Librarians	02 Female civilian staffs from Benin
Secretary / Accountant	01 NCO of the Benin army
	01 Beninese soldier
Support Group	07 Benin Civilian Employees
Drivers VL / PL	03 Benin Military of rank

The new ambitions of the Center require now the strengthening of the system put in place in terms of human resources, hence the need to recruit additional staff. This involves recruiting qualified instructors who can be part time or full time ones. Similarly, for the execution of some other activities, the management team of the Project could use the services of national or international experts. They will be either independent consultants and / or hired from specific organizations selected on the basis of competition.

Activity 2.4: Meetings for networking, experiences sharing and consultations with other similar training centers

The activity consists mainly in organizing periodic meetings of discussions and dialogues between similar organizations to share experiences and harmonize regional and sub regional best practices. The goal is to learn from others' good practices in order to improve internal performance.

Activity 2. 5: Consolidating the pedagogy of CPADD.

The consolidation of the educational action entails the revision and adaptation of the training programs to meet the needs trainees and instructors. It integrates expertise missions that can contribute to obtain from instructors all the expected educational outcomes.

Output 3: Ensure the proper and efficient management of project

Activity 3.1: Ensure the monitoring and the evaluation of the project

To achieve the expected results, the project will establish an efficient monitoring and evaluation mechanism. This mechanism will be implemented by the UNDP office that will upstream and downstream ensure with the Directorate of CPADD the smooth running of the project's activities while the steering committee will decide on the broad guidelines of the project.

The running of the project may require numerous and frequent travels. In fact, the center is located in the commune of Ouidah, about fifty kilometers from Cotonou. Access to it is 300 meters from the interstate highway N°1. The site is located in coastal strip just 7 kilometers from the Atlantic Ocean.

3.3. Targeted Beneficiaries

Two major beneficiaries are targeted. The direct beneficiaries of the project are the State of Benin through the CPADD and the learners. The operations of extension related to this project, will raise the capacity of the center to forty eight (48) seats. The learners who benefit from the trainings are from African countries. At the end of the construction works, the center will host in the first year as part of this project thirty (30) EOD trainees, in year 2 fifteen (15) Management Trainees and in year 3 fifteen (15) EOD and management trainees. They are mostly of the civil body and some of the military corps. Despite the specificity of the job that is so far mainly restricted to the male junta, some female candidates will receive special attention in the context of the implementation of this project to help ensure gender balance. The disabled are also involved in the rehabilitation.

The other beneficiaries are the populations of the sub region and of the continent that are affected by the scourge of mines and ERW in Africa.

4- FRAMEWORK OF RESOURCES AND RESULTS

Title and Identification Number of the Project (No. ATLAS Award):				
EXPECTED OUTPUTS	TARGETS OF OUTPUTS (IN YEARS)	MAIN ACTIVITES	RESPONSIBLE PARTIES	INTRANTS
<p>Output 1</p> <p>The institutional capacities of the CPADD are strengthened</p> <p>Baseline</p> <p>Indicators :</p>	<p>Targets (year 1)</p> <p>1. number of electronic equipment purchased</p> <p>Targets (year 1)</p> <p>2. A maintenance technician is hired</p> <p>3. An Equipment maintenance plan is available</p> <p>Target (year 1)</p> <p>Number of buildings</p>	<p>1 Activity Output: Consolidation of the Training Center 1.1. Action: Recruitment of a staff specialized in the construction and management of computer network 1.2. Action : furnishing offices and training rooms 1.3. Action : furnishing trainees rooms 1.4. Action : Equipping in rolling stocks (cars)</p> <p>2 Activity Output:: Infrastructure's expansion and sanitation work. 2.1. Action : Building infrastructures 2.2. Action : Sanitation work</p>	<p>UNDP, CPADD,</p>	<p>114,475,00 US\$</p> <p>29.312,00 \$US</p> <p>96.000 \$US</p> <p>800.213, 00 \$US</p> <p>151.000, 00 \$US</p>
Sub-total of the first output				1 191 000,00 \$US

<p>Output 2 The capacity of humanitarian demining training to the benefit of civilian and military staff is strengthened</p> <p>Baseline</p> <p>Target</p>	<p>Targets (year 1)</p> <ol style="list-style-type: none"> Number of trainings Number of people trained (10) <p>Targets (year 2)</p> <ol style="list-style-type: none"> Number of participating countries Training reports 	<p>2 Activity Output:: Organize regular training courses in humanitarian demining (EOD 3) for military and civilian personnel involved in demining operations in Africa and particularly in ECOWAS and ECCAS</p>	<p>UNDP, CPADD, International Experts (namely Japanese ones if possible)</p> <p>180,000,00 US\$</p>
	<p>Targets (year 2)</p> <ol style="list-style-type: none"> Number of civilian participants Number of participating countries Workshop Reports 	<p>3. Activity Output:: Regular training in operational management of humanitarian demining program for civilian personnel involved in regional programs in Africa and particularly in ECOWAS and ECCAS</p>	<p>UNDP, CPADD</p> <p>120,000,00 \$US</p>
	<p>Target (year 1)</p> <ol style="list-style-type: none"> An active instructor 	<p>4. Activity Output: Provide additional human resources for the training 4.1. Action : Recruitment of a full-time international instructor.</p>	<p>UNDP Government</p> <p>180,000,00 \$US</p>

	<p>Target (year 2)</p> <ol style="list-style-type: none"> 2. Number of meetings and consultations held 3. Number of participants 4. Reports of meetings 	<p>5. Activity Output:</p> <p>Organizing Meetings for networking, sharing experiences and consultations with other similar training centers, and international Conferences</p>	<p>CPADD, UNDP, Other training centers in the sub-region</p>	<p>30,000,00 \$US</p>
	<p>Targets (year 2)</p> <ol style="list-style-type: none"> 1. Number of expert missions conducted; 2. Number of educational outcomes achieved by instructors 	<p>6. Activity Output:</p> <p>Consolidating the pedagogy of CPADD</p> <p>6.1. <u>Action</u> : Revision and adaptation of training programs to the needs of players of action against mines and the instructors' educational maintenance.</p>	<p>CPADD, UNDP, International Experts</p>	<p>30,000, 00 \$US</p>
Sub-total Output 2				
<p>Output 3</p> <p>The proper and efficient management of project is ensured</p>	<p>Targets (year 1, 2 and 3)</p> <ol style="list-style-type: none"> 1. Monitoring reports availability; 2. Evaluation reports availability 	<p>7 Activity Output:</p> <p>Monitoring and the evaluation of the project</p> <p>7.1. <u>Actions</u> :</p> <p>Setting up periodic follow up reports, organizing field visits and other monitoring missions</p>	<p>CPADD, UNDP</p>	<p>134,000,00 \$US</p>
	<p>3. Consumption rate reached</p>	<p>8. Activity Output:</p> <p>Administration and equipment of the project</p> <p>8.2. Action</p> <p>Purchasing equipment</p>	<p>CPADD, UNDP</p>	<p>110,000,00 \$US 25,000,00 \$US</p>
Sub-total 3				
Total resources				
<p>269,000,00 \$ US 2,000,000,00 \$US</p>				

5- ANNUAL WORK PLAN : YEAR 2010

EXPECTED OUTPUTS Baseline; annual targets and indicators	PLANNED ACTIVITIES List of results and corresponding actions	CALENDAR				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		T1	T2	T3	T4			Code : Budget Description	Amount in \$ US
Output 1 The institutional capacities of the CPADD are strengthened Baseline The capacity of CPADD are insufficient to meet positively new demands in training Indicators Number of the purchased equipment	<p>1. Activity Outcome: Consolidation of the Training Center</p> <p>- Actions construction and computer network management; Purchasing two (02) pick-up vehicles Purchasing a mini bus 15 to 20 seats (passengers)</p>								156,000
						CPADD, UNDP	UNDP	71300 Consultant	10,000
								72200 Equip. &Furn. 72215 Tran. &Equip.	50,000 56,000
							72215 Tran. &Equip.		40,000
Annual Targets: CPAP Effect The capacity of government and local communities are strengthened for a better prevention and management of conflicts, crises and natural disasters	<p>1. Activity Outcome: The expansion of infrastructure.</p> <p>- Actions Construction of infrastructure Sanitation work</p>								51,604
								72399 Other M&G	15,000
								72105 StrCo-C&E	25,000
								74500 Miscellaneous	11,60
								72200 Equip. &Furn. 72215 Tran. &Equip.	50,000 25,000
								74500 Miscellaneous 71300 Consultant	10,000 66,000
Sub-Total 1									207,604
Output 2: Humanitarian demining training is reinforced in both civil and military domains within ECOWAS and ECCAS in particular, and in Africa in general.	<p>1. Activity Outcome: Organizing Regular training courses in humanitarian demining (EOD 3) for military and civilian personnel involved in demining</p>								1,000
						UNDP, CPADD, other training centers in the sub-region, international/national Experts	UNDP	71300 Consultant	5,000
								74500 : Miscellaneous	10,000
								71200 Intl Cnslt	20,000

<p>Baseline The technical staff CPADD is insufficient to meet all the required courses</p> <p>Indicators</p> <ul style="list-style-type: none"> • Number of trainings and of people trained • Number of meetings organized • Number and list of participating countries • Number of expert missions conducted • Number of outputs achieved <p>Annual Target: OK CPAP Effect: The capacity of government and local communities are strengthened for a better prevention and management of conflicts, crises and natural disasters</p>	<p>operations in Africa and particularly in ECOWAS and ECCAS</p> <p>Actions Accommodation, food, conference management, travel fares, participants, resource people and trainers per diems, interpretation and publication fees</p>						<p>71600 Travel</p>	<p>40,000</p>
<p>1. Activity Outcome: Provide additional human resources for the training</p> <p>Action: Recruitment of a full-time international instructor.</p>	<p>1. Activity Outcome: Organizing Meetings for networking, sharing experiences and consultations with other similar training centers, and international conferences</p> <p>Actions Allowance payment for travel, food, transport, conference management, participants, resources people trainers, interpretation, publication and cultural receptions</p>				<p>UNDP, CPADD, other training centers in the sub-region, international/national Experts</p>	<p>UNDP</p>	<p>74500 : Miscellaneous 71200 Intl Cnslt 71600 Travel</p>	<p>60,000 20,000 20,000 20,000</p>
<p>1. Activity Outcome: Organizing Meetings for networking, sharing experiences and consultations with other similar training centers, and international conferences</p> <p>Actions Allowance payment for travel, food, transport, conference management, participants, resources people trainers, interpretation, publication and cultural receptions</p>	<p>1. Activity Outcome: Consolidating the pedagogy of CPADD</p> <p>Actions Revision and adaptation of training programs to the needs of players of action against mines and the instructors' educational maintenance.</p>				<p>UNDP, CPADD</p>	<p>UNDP</p>	<p>72200 : Furniture</p>	<p>10,000 3,000 4,000 3,000</p>
<p>1. Activity Outcome: Consolidating the pedagogy of CPADD</p> <p>Actions Revision and adaptation of training programs to the needs of players of action against mines and the instructors' educational maintenance.</p>	<p>1. Activity Outcome: Consolidating the pedagogy of CPADD</p> <p>Actions Revision and adaptation of training programs to the needs of players of action against mines and the instructors' educational maintenance.</p>				<p>UNDP, CPADD, other training centers in the sub-region, international/national Experts</p>	<p>UNDP</p>	<p>74500 : Miscellaneous 71200 Intl Cnslt 71600 Travel 72100 Workshop</p>	<p>15,000 3,000 5,000 5,000 2,000</p>

Sub-Total 2		205,000
Output 3: The mechanism for Monitoring and evaluating the project is guaranteed Baseline The project management staff is to be recruited and equipped Indicators <ul style="list-style-type: none"> The project management staff is ready The project implementation rate is 100% 	2. Activity Outcome: The efficient follow up and monitoring of the project Actions <ul style="list-style-type: none"> Recycling / training of operational staff Equipment ; Regular meetings reviews and reporting of the project; Mid-term monitoring and assessment; Communication and partner's visibility 	74500 Miscellaneous 71400 Individual contractual services. 72200 Equipment and furniture 72400 Comm. & AV. 72500 Supplies 71600 Travel
	25,960	
	5,000	
	5,960	
	5,000	
5,000		
5,000		
Sub- Total 3		25,960
TOTAL for 2010		230,960

6 – Management Agreements

6-1.1. The institutional framework of the project consists of:

- i) the project team: it is composed of a National Project Director, a Project Officer (Director of CPADD), the CPADD's Director of Studies, a Financial Assistant, an Administrative Assistant and a driver.
- ii) a Technical Committee which is competent not only to receive reports on the project development, but also to facilitate its implementation and make sure that it is implemented according to the AWP. The Technical Committee also has powers to review and validate the annual work plans and various quarterly, semi-annual and final reports on the project.

The Technical Management Committee is made up of:

- A representative of UNDP (Team Leader),
- A Representative of the Ministry for National Defense;
- The Project Officer (CPADD Director) ;
- The Studies Officer of CPADD

The Steering Committee is chaired by a representative of the general staff of the army. Its meetings happen each quarter as part of the quarterly review of the Program, to assess the evolution of the activities implementation and suggest adjustments if necessary, on the one hand, and to validate at the end of the year the report of the activities for the year under review and the activities for the following year, on the other hand.

The CPADD is then the main implementation agency of the project. The Ministry for Defense will appoint a representative to the leadership of the project. This representative will ensure that the results are consistent with the project. He will also ensure the proper use of resources, and the mobilization of counterpart's funds.

The Project Manager will be assisted by a secretary, an accountant and a driver. The accountant will be especially responsible for ensuring adherence to financial procedures applicable to the use of the project resources. The Secretary will be responsible for the smooth functioning of the secretariat of the project.

The project will be implemented in accordance with the procedures and modalities of national execution. These procedures should, however, adapt with the quality assurance of UNDP. However, the Ministry may request through a letter of accreditation, UNDP services for direct execution of the activities of construction, furnishing and equipment.

The Project Resources Management will be governed by the principle of cash advances provision on a quarterly basis for the expenses directly managed by the project including those relating to the current training needs. This management should comply with UNDP's memorandum dated December 16, 2008 and on the management of cash advances for projects implemented under the modality of National Execution (NEX).

The Government takes all the required necessary steps to make available to the project team premises and functional offices.

The role of quality assurance of the project will be played by the Team Leader Governance and the UNDP Program Monitoring and Evaluation Officer in connection with the Project Manager. The latter will conduct close monitoring of the project and will report to the Technical Management Committee.

The cash advances are quarterly transferred into an account opened for this purpose in a bank and cosigned by the Project Manager and the Accountant.

- The support services below are requested from UNDP by the implementation agency :
 - Support for the formulation, development and planning of the activities;
 - The management support;
 - Le The recruitment and the management contract of the project's experts and resource persons;
 - Payments (cash advances and direct payments).

Tenders and support for procurement with partners / service providers.

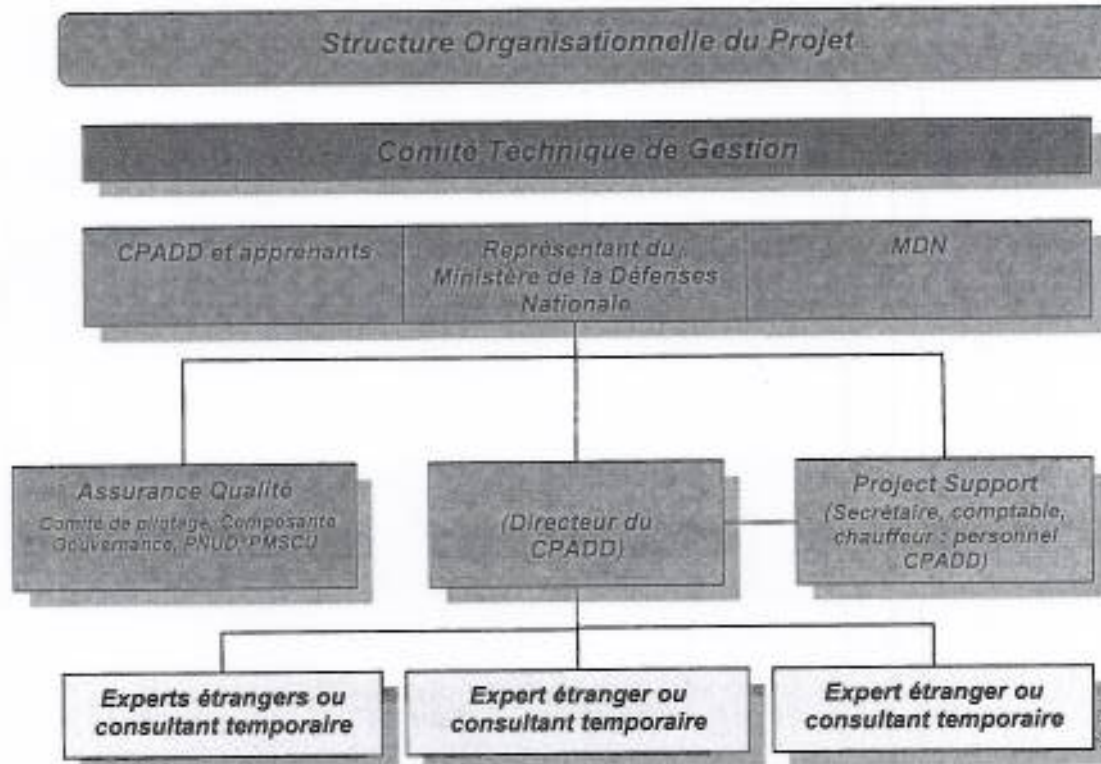
6.2.2. Audit agreements

The project's implementation Partner shall quarterly submit to the UNDP Resident Representative in Benin, the form of Funding Authorization and Certificate of Expenditure (FACE), which reflects the cumulative expenditure per quarter for funds advanced by UNDP.

The project must be audited at least once in its life cycle, but may be audited every year as is reflected in the annual audit plan prepared with the Bureau of Audits and Investigations of the UNDP headquarters, in accordance with the guidelines and terms of reference provided by the latter.

The main objective of the audit is to provide the Administrator of UNDP, a guarantee regarding the proper use of the available resources.

The audit is an integral part of the financial and administrative management of the project and is part of the accountability framework of UNDP. It is then under the direct responsibility of the UNDP Country Office. It will be conducted by a consulting firm.



7. Framework for Monitoring and Evaluation

The project monitoring will be implemented through the following arrangements:

During the annual cycle

- On a quarterly basis, a quality assessment, conducted by the project team under the responsibility of the Team Leader must be able to report on changes in the results of activities on the basis of quality criteria and quality control methods defined in the table below for activities outputs quality control.
- The problems logbook must be activated in Atlas and updated regularly under the responsibility of the Team Leader to facilitate tracking and resolution of potential problems for a good change management at project level.
- Based on the initial analysis of the risk attached, the risk logbook will be activated in Atlas and updated regularly under the responsibility of Team Leader, according to the changing of the external environment that may affect the effective, efficient and timely implementation of the project activities.
- Based on the above information entered in Atlas, the Progress Report of the Project which is an output of Atlas or Snapshot will be submitted together with the combined ratio of expenditure each quarter by the PMSU to review the Technical Committee, for amendment

if necessary before the biannual review by the Steering Committee of the Framework Program.

- The lessons learned log shall be activated and regularly updated under the responsibility of the Team Leader to ensure continuous learning and adaptation in the organization and project planning. This will also help to prepare the report of lessons learned at the end of the project.
- A monitoring schedule must be activated in Atlas and updated at the same time to capture important events in the project management.

At the end of the year:

- **Annual Review Report** : *An annual review report shall be prepared by the Project Officer in collaboration with the Team Leader and PMSU and shared with the Technical Committee and the Project Steering Committee. A minimum requirement of this report is that it must respect the Atlas standard format of Quarterly Progress Reports, covering the whole year each datum updated along with a summary of the achieved outputs compared to annual targets.*
- **Project Annual Review**: *Based on the above report, an annual review of the project will be conducted, and this, in the fourth trimester of the year to assess the project performance and to analyze the Annual Work Plan of the following year. In the last year of the project, this review will be the final one. This review will be the responsibility of the Steering Committee of the Project and will include other stakeholders. It will help to analyze the level of progress of products and their contribution to different effects.*

8. Partnership Framework

Because of limited resources in relation to the enormous needs, the project interventions will be geared towards achieving high-impact activities that are likely to contribute in a significant and dynamic way to the achievement of the priority objectives adopted in the Project Document.

The UNDP, having neither the ambition nor the means to provide direct financial assistance to all the Project intervention domains mentioned above, favors the development of partnerships with other funding partners interested in supporting field activities. This project aims to put this approach into operation. To this end, a close collaboration will be sought with development partners already involved or willing to intervene to support the implementation of the project. Among these partners we have (i) Japan, (ii) Brazil, (iii) Belgium, (iv) France.

9. Legal Context

In accordance with the Basic Assistance Standard Agreement, the responsibility for safeguarding and security towards the implementing partner, his staff, his property and UNDP assets hired to the partner, are under implementing partner's responsibility.

Thus he must:

- a) Establish an appropriate security plan and keep it, depending on the security situation in the country,
- b) Assume all risks and responsibilities relating to his security and the full implementation of his security plan.

UNDP conserves the right to check whether such a plan is in place and suggest amendments to it if necessary. Any failure to maintain or implement an appropriate security plan as required below shall be considered as a breach of this Agreement.

The implementing partner, agrees to take all necessary measures to ensure that no funds received from UNDP in the framework of this project is used to support individuals or entities associated with terrorism, and that no recipient of the found received in the framework of this project is on the Security Council's list drawn up by the Resolution 1267 (1999). This text must be inserted in all contract or agreement signed with third parties in the framework of this project.

I- RISKS LOG

Title of the Project: Support to the reinforcement of the institutional capacities of the improvement center for the demining and the clearance of Ouidah **Award ID:** **Date:** Janvier 2010

N°	Description	Identification date	Type	Impact & Probability	Management Measures/ Responses	Person in charge	Elaborated, updated by	Date of last updating	Situation
1	Difficulties in mobilizing experts and collecting information in the sub region to exchange experiences	25 Janvier 2010	Operational	Delay in implementing some activities P = 3 I = 3	Exchange with the head office to identify offices qualified to bring good practices in the domain	The person in charge of the program/The Team leader	The person in charge of the project / UNDP	25 Janvier 2010	
2	Uncompleted activities in 2011	25 Janvier 2010	Operational	Partial execution of project activities P = 3 I = 3	Extension of project activities for 2012	The person in charge of the project / UNDP	The person in charge of the project / UNDP	25 Janvier 2010	
3	Difficulty in organizing and managing the trainings	25 Janvier 2010	Organizational	The delay in starting activities may influence the initial training schedule P = 3 I = 3	Validate the training plan by the main actors involved in the implementation of the project	The person in charge of the project / UNDP	The person in charge of the project	25 Janvier 2010	
4	Prices inflation	25 Janvier 2010	Economic	The prices of building materials could get high P = 1 I = 4	The cost of works as well as some works could be reviewed	The National Director of the Project	The person in charge of the project / UNDP	25 Janvier 2010	
5	Pollution of the environment	25 Janvier 2010	Environmental	Practical demonstration operations could lead to pollution effects on the nature. P = 2 I = 4	Technical measures are taken with the authorities to destroy the chemical effects supposed to be produced by the miners.	CPADD authorities	The person in charge of the project / UNDP	25 Janvier 2010	