



### I. COVER PAGE

Country: Lebanon

<b>UNDAF Outcomes</b>	UNDAF Goal 2 Promoting and implementing the rights-based approach to development
<b>Expected Outcomes</b>	National Mine Action management and technical expertise in place and effectively address threats posed by mines to human safety, contributing to peace confidence building and recovery activities ( <i>Service line 4.4</i> )
<b>Expected Outputs</b>	<ul style="list-style-type: none"> <li>▪ The development of a policy based mine action institution that encourages input from all government institutions that have a stake in mine action operations and works to international standards and best practices</li> <li>▪ The development of national mine action standards</li> <li>▪ The completion of a structured national technical survey to quantify the mine/UXO problem in Lebanon and provide an accurate of time and resources required to the national end-state for mine action</li> <li>▪ Development of revised mine clearance priorities based on the LIS, national technical survey, socio-economic and gender factors</li> <li>▪ A coordinated resource mobilisation strategy that is based on the National Plan for Completion and the national end-state strategy</li> <li>▪ Development of national mine action NGOs capable of transparent and effective mine action work.</li> </ul>
<b>Executing Entity</b>	Ministry of Defence/Lebanon Mine Action Centre
<b>Implementing Agencies</b>	Lebanon Mine Action Centre
Narrative	
This substantive revision takes into account the allocated resources for 2008 and the designed increase in the current level of support to the Lebanon Mine Action Centre as it prepares for a transition between a UN managed programme in southern Lebanon and a fully national programme with UNDP support.	

<p><b>Programme Period of the current revision:</b> Jan 08-Jun 10</p> <p><b>Project Title:</b> Capacity Building for the Lebanon Mine Action Centre</p> <p><b>Project ID:</b> 00013399</p> <p><b>Management Arrangement:</b> National Execution (NEX)</p>	<p><b>Total Budget:</b> US \$ 1,474,925</p> <p><b>UNDP Allocation:</b></p> <ul style="list-style-type: none"> <li>▪ European Commission Euro 1,000,000</li> </ul> <p>In kind contributions: <u>Approximately 5 million annually through Government of Lebanon in-kind contribution.</u></p>
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Agreed by: UNDP	
Agreed by (Ministry of Defence)	
Agreed by (CDR)	

03 JUN 2008

## II. SITUATIONAL ANALYSIS

### A. National Developments

1. After more than 20 years of internal strife and Israeli occupation, Lebanon remains littered with hundreds of thousands of landmines and UXO.<sup>1</sup> These items continue to kill and maim people in Lebanon although clearance of some highly impacted communities and success in mine risk education has reduced the casualty toll by 75 percent from 2000 to early 2006<sup>2</sup>. Due to the use of cluster munitions during the 2006 conflict, the number of victims rose dramatically; in a six month period after the cessation of hostilities, there were over 210 new victims. The 2003 Lebanon Landmine Impact Survey has identified a further 137 million square metres of land that is believed to be contaminated and the 2006 conflict in Lebanon has contaminated many of the areas of south Lebanon that were cleared between 2000 and 2004.

2. Efforts to estimate the extent of contamination stemming from the 2006 recent conflict are ongoing but it is estimated that there are over 800 cluster munitions strike locations encompassing an area of approximately 38 million square metres. It is estimated that explosive remnants of war affect over 30% of the population of Lebanon<sup>3</sup>.

3. Major assistance received since 1998 included capacity development and mine clearance. From a technical perspective, the indigenous capacity has grown significantly but is still dependant on expatriate advice in some areas. Managerially, the National Demining Office has embarked on an ambitious program based on an end-state strategy approach that foresees, in a practical manner, the elimination of the threat posed to high and medium impacted communities and international assistance in 5 years, followed by the clearance of remaining hazards through national resources. The current greatest requirement is for operational management capacity building over the short to medium term to enable the national capacity to become entirely self-sufficient.

4. The International Support Group for Mine Action (ISG) was established in 2001 to coordinate donor participation and to promote transparency, accountability and effectiveness. Headed by the Lebanese Minister of Defence, the ISG comprises donors directly contributing to Mine Action efforts in Lebanon, as well as representatives of civil society, the national authorities concerned and the UN system members involved. As the Secretariat of the ISG, UNDP manages the overall coordination process and leads a related socio-economic working group.

### B. UN Support

5. Currently, UN assistance for mine action includes capacity building and post-demining socio-economic assistance (UNDP) and support to peacekeeping and demining project support in South Lebanon (UNMAS/UNOPS). If the LMAC and national demining capacity are to be truly efficient this combined effort must be continued until effective national operational management co-ordination is in place and sufficiently optimized in line with international standards.

6. The UNDP mine action capacity building effort, which has been in place since 2001, contributed to capacity building in an accelerated fashion. After a protracted period of introduction during 2001-02 during which time the national authorities did not accept a UNDP

<sup>1</sup> See Glossary at Appendix 1 for common mine action terminology

<sup>2</sup> Lebanon Mine Action Centre data

<sup>3</sup> Lebanon Landmine Impact Survey & MACC-SL cluster munitions contamination map

presence at the LMAC a change of national policy and mine action leadership requested a UNDP physical presence co-located with the Director LMAC. Substantive results were achieved in 2003 – mid 2004 due to the strong support of the national authority. Significant achievements in building the management capabilities of the national mine action organization since mid 2004 includes the adoption of a planning system incorporating an end-state for mine action strategy, a long term five year (2008-2012) plan, an annual integrated work plan (IWP) and an Annual Report. The LMAC has drafted the UNDP National Plan for Completion in May 2005 and has embarked on a programme to develop a national policy framework for mine action in Lebanon.

7. The UNDP post-demining socio-economic assistance efforts converged through the finalization of a post-demining socio-economic survey of four major cleared areas in South Lebanon. The survey covered basic information that would help in quantifying and measuring the socio-economic impact of humanitarian demining on the communities, and assist in generating post-demining socio-economic activities. The survey was jointly conducted between UNDP and MACC-SL.

8. The LMAC Director has reiterated the critical need for continued short to medium term resident international technical advisors for capacity building in both the technical support and managerial areas to enable institutional stability after the expected end date of UXO clearance in south Lebanon. Due to the advantages such as availability of trained and capable human resources in Lebanon and the potential for dealing with the mine problem in Lebanon in a timely manner, the requirement for technical advisory assistance is substantive but focused. This is a short to medium term need as the national organization grows more capable of autonomous operation.

9. A key institutional deficiency in the national mine action programme has been the ability of the LMAC to coordinate and plan demining operations as well as conducting quality control/assurance inspections of national demining assets. The LMAC is completely dependent on such control modalities such as MACC-SL and the Lebanese Armed Forces Engineer Regiment. This system of redundancies and lack of national control must be eliminated in order for an efficient and effective national programme to exist.

10. The National End-state Strategy for mine action in Lebanon and Long Term Plan 2008-2012 have stated that provision of a coherent and standardised national demining planning, coordination, accreditation and quality control/assurance system that adheres to national and international mine action standards is a national priority. The operations entity will serve the entire country of Lebanon incorporating or replacing the existing and sometimes redundant elements as required. The LMAC is working on the plans necessary to have this operations entity fully operational by the forth quarter of 2008.

11. The 2008-2010 timeframe is a critical period to ensure momentum is not lost and that institutional achievements are implemented, augmented and embedded.

UNDP support to mine action, to date, includes the following:

Donor	Contribution (US\$)
<b>Delivered over the period 2003-2006</b>	<b>817,452</b>
UNDP BCPR Trust Fund (Dfid)	333,333
UNDP TRAC 3	295,003
UNDP TRAC 1&2	70,000
UNMAS (Contribution of Denmark)	119,116
<b>Allocation for the period January 07- December 07</b>	<b>297,077</b>
UNDP TRAC 3 carried forward balance from 2006	64,977
UNDP TRAC 3 2007 Additional Allocation	72,600
UNDP TRAC 1&2 Additional Allocation	9,500
UNDP BCPR Thematic Trust Fund (Sweden)	150,000
In kind Contribution (Switzerland, 2005-2007)	IMSA International Advisor

### III. STRATEGY

#### A. Description of the action and its effectiveness

12. If the LMAC and national demining capacity are to be truly efficient, the combined and rationalized UN (UNMAS, UNDP, UNICEF) effort should be continued until national capacity to manage and execute mine action is institutionalized (for the appropriate life span as determined by the end-state strategy) and is fully optimized in line with international and national standards. The stated goals of the Lebanon National Plan for Completion have enhanced capacity of the LMAC including the development of a national policy framework for mine action, the development on national standards in line with IMAS and increased capabilities within the LMAC structure to plan and manage all operational mine action tasks under the auspices of the National Mine Action Authority.

13. There is a pressing need to ensure that the Lebanon end-state strategy, medium and long term and annual mine action plans are developed and more closely linked with, and in support of, the wider national rehabilitation, reconstruction and socio-economic development plan. The LMAC capacity building project remains in line with these guidelines:

- a. Support for a fully national executed programme with a focus on management capability and planning at both the strategic and operational level and including a phased exit strategy for UN and other technical assistance;
- b. Project cost effectiveness achieved in part through co-location and rationalisation of functions;
- c. Continued emphasis on early advising and training of national technical and managerial staff by the international experts together with an institutional sustained focus;
- d. Building capacity also through co-location with the LMAC;
- e. Focus on management and coordination capacity of the LMAC and the ISG to integrate mine action with other sectors and to generate resources;
- f. Technical advice on cost-effective selection and utilisation of technical adjuncts to mine clearance including best practice, and

- g. Implementation of the project in direct response to the level and timing of donor funding received.

14. The development of the operations centre for the LMAC will be a key action over the next 30 months. The development of the operations centre will allow the LMAC to undertake fully the pillars associated to mine action to international standards and applicable Lebanese legislation. Development of the operations centre will encompass various government and international organisations and it will remain important to coordinate the various aspects of the development of the operations centre so as not to have resource overlaps or gaps. Although the final operations centre development document is not yet finalised, it is envisioned that the following aspects of capacity development will be undertaken:

- a. Lebanese Armed Forces will supply the majority of the personnel for the operations centre and will provide facilities and some communications support.
- b. MACC-SL will continue to provide training through the placement of Lebanese Armed Forces personnel in the MACC-SL structure. It is likely that MACC-SL will also hand-over the equipment currently in the MACC-SL forward operations centre and some equipment at the main MACC-SL establishment in Tyre.
- c. The US Department of State support to mine action project will provide minimal support to the operations centre as the majority of the US contract is for support to the LAF Engineer Regiment.
- d. UNDP, through the capacity building project will provide for the shortfalls in personnel, equipment and communications support.

#### **B. Methodology – project activities**

15. Continuation of ongoing activities

- a. Provision of a Chief Technical Advisor (International) for mine action to provide management and technical advice, staff support and training on all mine action issues, to be located at LMAC (see Appendix 2 for job description);
- b. Provision of a Mine Action Programme Officer (National) to assist the CTA in policy development, to support the International Support Group (ISG) and to aid in public outreach;
- c. Provision of a national Information Management Officer (National) within the IM section of the LMAC to act as advisor, trainer and for continuity of the information management function;

16. New activities

- a. Support the development of a national operations centre to enable the National Mine Action Authority the ability to fully control demining operations conducted under the auspices of the National Mine Action Authority. This will include the provision of an Operations Technical Advisor (International) for a period up to 18 months. Draft job description attached as Appendix 3.
- b. Provision of a Current Operation Officer (National) to supplement the military personnel assigned to the Operations Centre.
- c. Provision of a Quality Control and Assurance Officer (National) to supplement the military personnel assigned to the Operations Centre.
- d. Provision of a Community Liaison /Socio-Economic Officer (National) to support clearance and post-clearance activities.

- e. Assist in the development of national standards to align IMAS with national legislation and local mine action conditions.
- f. Support the accreditation of all national assets to international and national standards.
- g. Support the management development of a national demining NGO that will be capable of conducting mine clearance activities after the conclusion of ECHO/EU funding mine clearance projects.
- h. Support the development of the national NGOs active in Mine Risk Education and Mine Victims assistance to further enable these organisations to solicit and obtain donor funding outside of the United Nations through English language and applicable project management training.
- i. English language, information technology and local management training. Note: this training is in addition to the UNDP Sponsored Mine Action Senior and Middle Managers Courses that will continue to have allotted vacancies for members of the LMAC and national mine action NGOs.

### **C. Sustainability**

17. Lebanon has made significant progress in the development of national ownership of the mine action problem with the institution of the LMAC, the development of a national mine action policy and the national end-state strategy for mine action. The further development of a policy based learning institution should allow for the knowledge gained during this intervention to be incorporated into the LMAC as an institution, allowing the gradual decrease of international support as the expertise of is transferred from individual knowledge to institutional knowledge.

18. The maximum amount of international intervention and support for the development of a fully national programme will be the date that Lebanon has mitigated all high and medium affected communities as detailed in the Landmine Impact Survey (currently scheduled for 2012 in the Lebanon Long-term Plan).

## VI. Management Arrangements

19. Current management arrangements will remain unchanged and are as follows:
- a. The Ministry of Defence is designated as the National Executing Agency for this project on behalf of the Government of Lebanon. The Executing Agency will be responsible for managing the project and will provide overall support to enable it to achieve its intended outputs and results. The Executing Agency will thus be accountable to UNDP for all resources allocated by the latter, whether their source is UNDP or cost sharing. This accountability calls for very concrete capacities in the administrative, technical and financial spheres.
  - b. The UNDP National Execution modality will prevail, with the direct support of the UNDP country office. In addition to regular technical backstopping and monitoring activities regularly provided, the UNDP Country Office shall provide the Executing Agency with support services for the execution of the programme. This will ensure that technical and substantive expertise is available to the Programme for coordination, recruitment, procurement and contracting. Thus, UNDP Country Office will provide the following services:
    - a. **General Management Support:**
      - i. Project identification, formulation, and appraisal
      - ii. Determination of execution modality and local capacity assessment
      - iii. Briefing and de-briefing of project staff and consultants
      - iv. General oversight and monitoring, including participation in project reviews
      - v. Receipt, allocation and reporting to the donor of financial resources
      - vi. Thematic and technical backstopping through Bureaus
      - vii. Systems, IT infrastructure, branding, knowledge transfer
    - b. **Implementation Support Services**
      - i. Payments, disbursements and other financial transactions
      - ii. Recruitment of staff, project personnel, and consultants
      - iii. Procurement of services and equipment,<sup>5</sup> including disposal
      - iv. Organization of training activities, conferences, and workshops, including fellowships
      - v. Travel authorization, visa requests, ticketing, and travel arrangements
      - vi. Shipment, custom clearance, vehicle registration, and accreditation
  - c. All services shall be provided in accordance with UNDP procedures, rules and regulations. The Government, through its designated executing agency, shall retain overall responsibility for the execution of the project and shall be responsible for and bound by any contracts signed by the UNDP Resident Representative, on behalf of the Executing Agency and upon its request, for the procurement of goods and services and/or recruitment of personnel for the programme. Costs incurred by UNDP Country Office for providing the above described support services will be recovered from the Project budget following UNDP corporate cost recovery policy for management support and as a transactional fee for implementation support unequivocally linked to the project and based on a universal price list. If needed, and in full consultation with the Government, Cooperating Agencies might be requested to implement specific activities; in such case, a formal letter of agreement between the concerned agency and the implementing agency or official counterpart will be elaborated.
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- d. The project team will include the Director General of the LMAC to represent the Executing Agency. The experts will remain located at the LMAC, and work within its ranks, reporting to the LMAC DG. The UNDP Senior programme officer would be located at UNDP and liaise directly with the LMAC and the Senior Advisor to the Landmine Action Authority.

## **VII. Monitoring and Evaluation**

20. This project will be subject to joint Tripartite Review by representatives of the Government, implementing agencies, UNDP and other donors at least once every 12 months. The LMAC will prepare annual progress reports and work plans and other reports as required by UNDP rules and regulations. The project shall be subject to independent evaluation according to UNDP's standard evaluation procedures, if required. The organization, terms of reference and timing of such evaluation will be decided after consultation between the Government and UNDP.

21. In order for the capacity building project to continue, the following are assumed:
- a. Mine action will continue to be a national priority and will continue to be led through policy based government body (currently the LMAC under the Minister of Defence)
  - b. The Government of Lebanon will continue to fund both the LMAC for mine action management and the Lebanese Armed Forces Engineer Regiment as the government's main mine clearance operator.



## Risk Analysis and Mitigation

<p><i>Risk 1:</i> Support for transition to a fully national programme not wholly funded.</p>	<p><i>Mitigation for Risk 1:</i> -Proactive resource mobilization strategy -Strong communications and outreach with members of the ISG -Active/robust advocacy initiated by the UN Resident Representative/Coordinator</p>
<p><i>Risk 2:</i> Fully national capacity, including for mine clearance, not realized by December 31, 2008</p>	<p><i>Mitigation for Risk 2:</i> -Ongoing reviews to identify capacity gaps that can be filled through modifications in overall project, operations, additional training etc.</p>
<p><i>Risk 3:</i> Current time-line for transition from an UNMAS managed programme in south Lebanon to a fully national operationally managed programme affected by clearance schedule in southern Lebanon</p>	<p><i>Mitigation for Risk 3:</i> -LMAC, as the National Authority of all Mine Action in Lebanon, still plans to take over full operations as of 31 December 2008 and will manage all operations for residual work. Ongoing reviews will identify any capacity gaps that can be filled through modifications in overall project, operations, additional training etc.</p>
<p><i>Risk 4:</i> In-kind contribution from the Government of Lebanon not fully realized, leaving project resource gaps.</p>	<p><i>Mitigation for Risk 4:</i> -The Minister of Defence has signed a letter of agreement with UNDP for the development of a national mine clearance operations and quality management unit under the control of the LMAC and the National Mine Action Policy states the requirements for the development of an operations and quality management structure within the LMAC.</p>

## Monitoring and Evaluation Logical Framework

	Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of Verification	Assumptions
<b>Overall objectives</b>	The overall outcome of the intervention is to further enhance UNDP and the Government of Lebanon's UNDAF Goal 2 – Promoting and implementing the rights-based approach to development.			Not Applicable
<b>Specific objective</b>	The development of national mine action management and technical expertise in place and effectively address threats posed by mines to human safety, contributing to peace confidence building and recovery activities ( <i>UNDP Service line 4.4</i> ) with an aim to reduce the amount of international inventions related to mine action by the development of the Lebanon Mine Action Centre (LMAC) into an organisation that fully works to international mine action and management best practices whilst promoting national ownership of the ERW problem.	-LMAC capable of conducting all pillars of mine action to applicable international mine action best practices and Lebanese laws.	-Tripartite review of mine action programme. -Updated 5 Year Plan to reflect 2007 and 2008 clearances. -Timely and accurate Integrated Work Plans and Annual Reports that reflect consultative national priorities.	-LAF must continue to progress towards national mine action ownership through the provision of adequate personnel to accomplish this objective.
<b>Expected results</b>	1.1 The development of a policy based mine action institution that encourages input from all government institutions that have a stake in mine action operations. 1.2 The development of national mine action standards. 1.3 The completion of a structured national technical survey to quantify the mine/UXO problem in Lebanon and provide an accurate of time and resources required to the national end-state for mine action. 1.4 Development of revised mine clearance priorities based on the LIS, national technical survey, socio-economic and gender factors.	-LMAC will have a complete set of national mine action standards and a trained operations staff capable of quality management of all mine action assets. -LAF Engineer Regiment will be accredited through the LMAC for mine clearance tasks. -National Demining NGOs accredited through LMAC	-International standards to be submitted to Minister of Defence for approval. -UN to provide approval of quality management methodologies and practices in accordance with IMAS. -All humanitarian mine action assets of the LAF Engineer Regiment to be nationally accredited to international standards.	-LAF must continue to progress towards national mine action ownership through the provision of adequate personnel to accomplish this objective. -ISG must support mine action initiatives including provision of monetary resources to the National NGOs -Continued input from civil society, municipalities and government ministries for the purpose of developing a consultative list of mine action priorities.

	<p>1.5. A coordinated resource mobilisation strategy that is based on the National Plan for Completion and the national end-state strategy.</p> <p>1.6. Development of a mine action operations cell that is capable of coordinating national international mine clearance assets to internationally recognised standards.</p> <p>1.7. Development of a quality management capable of the quality assurance, quality control and accreditation that meets national standards and international best practices.</p> <p>1.8 The development to two national demining NGOs capable of conducting operations to the highest technical standards with full fiscal transparency.</p> <p>1.9 Further development of national NGOs in Lebanon</p>			
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>-Provision of a Chief Technical Advisor for mine action to provide management and technical advice, staff support and training on all mine action issues, to be located at LMAC;</li> <li>-Provision of a Mine Action Programme Officer to assist the CTA in policy development, to support the International Support Group (ISG) and to aid in public outreach;</li> <li>-Provision of a national Information Management Officer within the IM section of the LMAC to act as advisor, trainer and for continuity of the information management function;</li> <li>-Provision of a Chief Technical Advisor for mine action to provide management and technical advice, staff support and training on all mine action issues, to be located at LMAC;</li> <li>-Provision of a Mine Action Programme Officer to assist the CTA in policy development, to support the International Support Group (ISG) and to aid in public</li> </ul>	<p><b>Means:</b></p> <ul style="list-style-type: none"> <li>-International Staff – 2</li> <li>-National Staff – up to 6</li> <li>-Vehicle Rental – Maximum of 4 months until UNMAS vehicle hand over occurs</li> <li>-Equipment purchase – possible requirements include (computer for Operations Centre, generator for LMAC) more information will be available once UNMAS/LMAC transition plan is complete</li> <li>-Training – management, information technology and English language training for LMAC and mine action NGO personnel</li> </ul>	<p><b>Costs</b></p> <ul style="list-style-type: none"> <li>International Staff</li> <li>National Staff</li> <li>Vehicle Rental</li> <li>Equipment Purchase</li> <li>Training</li> <li>Operating Costs</li> </ul>	<p>No preconditions exist as project is ongoing.</p>	

	<p>outreach; -Provision of a national Information Management Officer within the IM section of the LMAC to act as advisor, trainer and for continuity of the information management function.</p>			
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## VIII. Legal Context

22. This project document shall be the instrument referred to as "Project Documents or other instruments" in Article 1 of the Standard Basic Assistance Agreement between the Government of Lebanon and the United Nations Development Programme, signed by the parties on 26 February 1981. The host-country executing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government cooperating agency described in that Agreement.
23. The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objection to the proposed changes
  - a. Revisions in, or addition of, any of the annexes of the project document;
  - b. Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and
  - c. Mandatory annual revisions, which re-phase the delivery of, agreed project inputs or reflect increased expert or other costs due to inflation, or take into account cooperating agency expenditure flexibility

### List of Attachments

- Appendix 1 – Glossary of Terms
- Appendix 2 – Terms of Reference of the Chief Technical Advisor for Mine Action Lebanon
- Appendix 3 – Technical Advisor Operations Terms of Reference
- Appendix 4 – European Commission Action Plan