

# END-STATE STRATEGY (ESS) FOR MINE ACTION IN LEBANON

## INTRODUCTION

1. **Mine Action in Lebanon - Overview.** The Lebanon Mine Action Program (LMAP) was established to meet the transient need for humanitarian reaction to save lives and injury and to support national development. Thus, mine action is at the service of Lebanon and its citizens. The purpose of the LMAP is to accomplish two primary aims; first to prevent loss of life or injury by mines/UXO through humanitarian mine action and second, to facilitate socio-economic development in the broader sense by removing the mine/UXO threat, including creating awareness of hazards and facilitating assistance for mine accident victims and advocating for mine action. Put another way, the Lebanon Mine Action Program (LMAP) exists to make Lebanon free from the impact of landmines and UXO (mines/UXO) – the vision for National mine action. On behalf of the Government of Lebanon (GOL), the role of the Lebanon Mine Action Authority (LMAA) under the direction of the Minister of Defense and the Commander of the Lebanese Armed Forces (LAF) is to implement the LMAP through mine action related policy guidance and direction and the operationalization of the National Demining Office (NDO) Lebanon, the establishment of which was approved in 1998 by the Council Of Ministers. This includes necessary liaison and cooperation with other government departments and other concerned entities. The mission of the National Demining Office is to manage the LMA Program.

2. **End-state Strategy\*Concept** The concept of using an End-state Strategy (ESS) for mine action has been based on the mine action life cycle diagram (see Annex B) first developed in Cambodia in early 1998. The ESS has been designed and applied in Lebanon as part of the Lebanon Mine Action Strategic Review (LMASR) carried out in partnership between the Ministry of Defence (MOD) and the UNDP Mine Action Capacity Building Project 00013399 2003/04 between September 2003 and July 2004. The life cycle of the Lebanon Mine Action Program is shown at Annex B. The end-state strategy concept takes the vision statement and defines clearly the conditions that will exist when the vision (usually expressed only in distant dream terms) is fully realized. The Strategy includes basic assumptions and the LMAA guidance and direction for ESS implementation. Part of the LMAA direction is to produce the Long Term Plan for Mine Action in Lebanon 2005-2009. The ESS does not change unless the major assumptions change; the long term plan to implement the ESS, on the other hand, is designed to react to changes in resource levels and other factors which are difficult or impossible to quantify for the far distant future (normally interpreted to be beyond about five years). The presence in Lebanon of a maturing mine program and an established political system facilitate development of long and/or medium term plans based on the end-state strategic goals and objectives.

3. **Implementation.** To implement the ESS, ES goals describing the conditions and enabling objectives are used to develop flexible long and medium term plans which in turn are the sources for annual Integrated Work Plans (IWP). The LMAA and NDO Lebanon have created the first appearance of the mine action End-state Strategy concept worldwide. Since the ESS concept was introduced to the more than 80 mine action stakeholders in Lebanon on November 7, 2003, at least one donor now requires an end-state approach to mine action planning. This paper contains LMAA guidance and direction for implementation of the Lebanon ESS.

4. **Purpose of the End-state Strategy - Work Efficiency and Resource Mobilization.** Work efficiency is a prime driver of this process. Equally important is the fact that competition for mine action resources is growing worldwide. Attracting mine action support is becoming

much more challenging and the emphasis on cost effectiveness and value for money more pronounced. The End-state Strategy concept provides a means to design fully solution oriented undertakings within a coherent system that is relatively free of the vagaries inherent in long and medium term planning. The advantage is that donors can more easily link their support to solutions that solve finite problems. Although these solutions may span a number of years, they can be implemented with the secure knowledge of outcomes and how they contribute to achieving the ESS. This in turn should enable donors to make longer term support plans that are a one time effort that fixes a particular problem rather than an endless series of small projects and other activities which can often lack focus. An example of this is a coordinated national survey program to follow the Lebanon Landmine Impact Survey 2003.

5. **Costs.** Cost accounting and accountability are very important. The LMAP mine action planning system incorporates program and project management principles including program control measures. The first of these is a LMAP master project list that includes 43 national and international projects for 2004. See also implementation guidelines at paragraph 27.

## **BACKGROUND**

6. **National Framework for Development.** Development is always the long term goal in countries where mine action is required. The development process begins with the initial humanitarian actions to save lives and prevent injury from any source so that people can begin to look after themselves. In Lebanon, both a national development partnership with the UNDP and a UN Development Program (UNDP) Development Assistance Framework (DAF) for Lebanon have existed for many years. A Government mechanism coordinates development using this arrangement and the UNDP acts as a supporting partner. Prior to 1998, the Lebanese Armed Forces Engineer Regiment provided the national capacity for mine clearance and explosives ordnance disposal (EOD) which responded to both humanitarian and socio-economic needs. International involvement in mine action in Lebanon began in 1998 when the National Demining Office was established by the Lebanese Government with the assistance of the United States. Involvement of the United Nations and other mine action donors expanded significantly following the liberation of the south of Lebanon and the west Bekaa in 2000. This expansion was driven by humanitarian need, particularly in the south where most of the 250 mine victims per year were being injured or killed. This situation resulted in a Department of Peacekeeping Operations (DPKO) and UN Mine Action Service (UNMAS) emergency response that produced a UN Mine Action Coordination Centre (UN MACC) with a mandate to coordinate humanitarian mine action within the UNIFIL area of operations, south of the Litani River (an area of about 700 km<sup>2</sup>).

7. **Mine Action Activity since 1998.** The almost complete destruction of the economic base in the south had engendered a socio-economic development agreement between the Lebanese Government and the UNDP during the 1990s. Implementation of associated plans was completely hampered by occupation until May 2000, and then following the liberation of the south of Lebanon and the west Bekaa, by the presence of thousands of mines throughout the former occupied zone. In response to activities in 2001 through the High Level Workshop and pleas made through the International Support Group (ISG) for Mine Action in Lebanon (comprised of donors and mine action stakeholders in Lebanon) the United Arab Emirates pledged funding and cleared large areas of mines in the south in support of humanitarian aims through the Operation Emirates Solidarity Project (OES) which ended in May 2004. Many other international donors contributed across the spectrum of mine action to allow the present state of mine action development which is now poised to embark on its final phase under this strategy.

8. **Humanitarian Relief, Socio-economic Development and Peacebuilding.** Humanitarian mine action is the initial reaction to a problem to alleviate human direct suffering. As such it is the first step in the development continuum which seeks ultimately to

allow people to resume normal lives in a sound economic environment. The 2000 liberation of the south of Lebanon and the west Bekaa also allowed the economic devastation resulting from 20 years of occupation to be addressed. Mines hampered all but emergency solutions; however, achieving the humanitarian mine action aim simultaneously assisted the aims of the socio-economic development. This situation introduced and highlighted the need for close coordination between humanitarian mine action activities and mine action directed toward facilitating socio-economic development, the application of priorities and, especially, the need for a substantive and coordinated national development plan which could permit efficient use of mine action resources through timely interventions that were consistent with national priorities. As of 2004 Lebanon remains a country with a sensitive border with Israel. The UN Interim Force in Lebanon (UNIFIL) has been in place since 1978 and continues, in reduced strength, to maintain a peacekeeping presence. While this situation endures, the peacebuilding aspects of mine action will also remain relevant.

## **END-STATE STRATEGY (ESS) AS PLANNING CONSTANT**

9. **The ESS is designed to be a Constant.** The End-state Strategy (ESS) for Mine Action in Lebanon describes a desired condition and as such is designed to remain more or less a constant. It is implemented through long and/or medium term (3-5 years) plans (that will be developed as time goes on and according to then current imperatives, resource levels and other changing factors (which cannot be known in reasonable detail for the strategic future – hence the need for long and medium term implementation plans with their reduced horizons and vital characteristic of adaptability).

10. **An Example.** To support the concept, a new NDO planning system (See Annex C) has been designed which can be described in navigational terms: the ESS establishes and describes in detail the destination and the desired constraints in getting there, but not the route; the long and medium term plans become the maps or charts defining major routes in accordance with the constraints (guidelines) to the destination, and the annual integrated work plans (IWP) are the detailed trip plans that provide local road and street maps and provide for the many details such as fuel, food accommodation and maintenance. The trip is not over until the good and bad aspects of the recent journey and money available next year are taken into consideration and used to plan for the next trip. In planning terms, assessments, audits and evaluations contribute to the Annual Report (2003 issued) for Mine Action in Lebanon that details results and also contributes feedback to the planning cycle.

11. **Long Term Planning and ESS.** As implementation documents the long and/or medium term plans remain entirely flexible and responsive to change and increasingly converge toward the end-state conditions that are described in this document. The existing Lebanon Mine Action Long Term Plan 2001-2006 (Reference C) was based on a simple vision statement and generally guided activities until 2004. The first of the long-term plans based on this ESS, the Lebanon Long Term Mine Action Plan 2005-2009, currently under development by the NDO, uses UN mine action management theory and current program and project management methods plus capacity building techniques and is modified to harmonize with Lebanese Armed Forces procedures where needed.

12. **Adjustments to Long Term Plans.** Long and/or medium term plans will require constant adjustment according to circumstances such as available resource levels, availability of technical support and the normal influences of national and international political, technical and social developments. An example of this is the end of the OES project in May 2004. An adjustment must be made to plans, but the end-state goal of clearance within the mine action program has not changed, it simply has moved closer to being achieved.

13. **The Annual Integrated Work Plan (IWP) and Long Term Planning.** The annual corporate work plan (Integrated Work Plan (IWP)) which is based on the 2005-2009 long term plans will usually remain valid throughout its life of one year since plans will be based on money and other resources actually in hand and information related to the near future.

This plan includes all activities required to plan, implement, to support and otherwise enable mine action in Lebanon.

14 **Current Estimating Techniques versus End-state Strategy approach.** Through use of a modified Delphi technique, the NDO assessment as of June 2004 for the amount of time required to achieve the end-state conditions at current funding levels is estimated at ten years, or two or three evolutions of long/medium term plans. Completion of a national technical survey, verification and area reduction for example, will eventually allow more accurate computation of remaining clearance work required, the basis for financial support needed and a likely reduction of this time requirement.

#### **ASSUMPTIONS CONCERNING THE END-STATE STRATEGY**

15. **Assumptions Regarding the Application of the End-state Strategy Mine Action in Lebanon.** For the purposes of identifying the mine action end-state conditions and strategy for Lebanon, the following assumptions are accepted without need of further examination or proof. The ESS will not require amending *unless* any of these assumptions change materially; then, and only then, would an appropriate amendment be made through the LMA Authority.

a. **ESS Assumption 1: Risk Acceptance and Management and the ALARA Principle:** A level of risk associated with people and animals encountering undiscovered mines and unexploded ordnance (UXO) will remain in Lebanon following the completion of the dedicated mine action program. This is due to the pervasive nature of the conflicts experienced and the variety of munitions employed by all sides, the normal effects of nature and the probability in practical terms that the dedicated mine action program cannot and will not discover and eliminate or mark 100 percent of the mines and UXO that are buried or exist within Lebanon (See ALARA definition, Annex A). The existence of mines or UXO, of which the exact nature and location are unknown, is the case in nearly every country in the world that has experienced war or preparation for war, and requires a means to react to the situation. This *residual risk* is managed in all of these countries by maintaining public reporting systems and explosive ordnance disposal (EOD) capabilities embodying a range of skills that provide mine or UXO response and also may service other requirements. Determining what is ALARA based on national and international standards is a National decision and will depend upon further technical survey, development progress, analyses, resources and other factors.

b. **ESS Assumption 2: National Need for Mine Action.** There is a clear and unchanging necessity to rid Lebanon of the impact of landmines/UXO. This is related first to saving of life and limb (humanitarian requirements) and second, to permit the achievement of an improved quality of life through socio-economic development in all of its required dimensions. So long as this need exists there will be a requirement for the program in some form.

c. **ESS Assumption 3: Presence of Continuing Mine Action Program Support.** Support for mine action will continue from international and/or national sources until the time that the national capacity is such that full management and technical operation of the LMA Program is able to complete all necessary activities, including generation of resources from appropriate sources, to achieve the end-state mine action goals as defined by the Lebanese Authority, using the principle of ALARA. (See Implementation Guideline 1)

d. **ESS Assumption 4: Nature of the End-State Approach - Application and Risks in Implementation.** This approach to defining a Lebanon mine action end-state strategy using fixed goals which describe a condition for success is valid. Use of this approach carries risks in implementation. This is because a level of system discipline is required to make the transition to the ESS concept which requires substantive attention be paid to analysis of data, preparation of the long term plan and resisting the influences common in the current management by reaction approach which acts naturally to resist change. Also, some training

and familiarity with long-term planning is essential to the process. Some mine action staff have had or will have training in UN provided or other long term planning to enable the concept of an end-state for mine action which is actualized through a series of long and/or medium term plans. So long as the long term planning process and defined end-state strategy are adhered to, achievement of the end state is possible.

## **FACTORS IMPINGING ON IMPLEMENTATION OF THE ESS**

16. **Mine Action End-state Requirements.** The mine action end-state requires that there remain embedded mechanisms within the National Government and/or other entities which will take appropriate action to mitigate the risks associated with undiscovered mines and UXO. This requirement will exist once the LMAP operated under the LMAA and NDO has served its practical purpose of mine action support to humanitarian and socio-economic development and for the foreseeable future thereafter. Both of these dedicated mine action entities will cease to exist in whole or in part, providing also that any residual need for co-ordination is successfully endowed within the existing national institutions and other entities.

17. **Syntax and Structure for the End-state Strategy for Mine Action in Lebanon.** The end-state conditions are described in terms of the mine action pillars as described in the "Guide to Humanitarian Mine Action" (Reference B) published in 2003. Additionally, essential mine action enabling functions are also included. Achieving the actions required within the five pillars of mine action is widely accepted as necessary to solve the mine/UXO problem at both the operations and policy levels. Consideration of overall coordination at end-state is also required.

18. **Transition from Existing Structure to a Rationalized Structure.** Because there are several entities involved in demining now in existence in Lebanon, development of the transitions from the existing reactive management system\*\*to be part of a rationalized national system to support the long term plans (including identification of budget implications) leading to an end-state condition will be required.

\*\* This has developed largely by accretion and includes the NDO, the DPKO/UNIFIL UN Mine Action Coordination Centre (UN MACC) and UNIFIL Demining Coordination Centre (DCC) plus the Engineer Regiment Operations and Planning Staff.

## **MINE ACTION END-STATE CONDITIONS, GOALS AND ENABLING OBJECTIVES**

19. **Demining\*\*\* End-state Condition.** The condition will exist in which all known dangerous areas where there is a substantive threat to life and limb or which hinder successful socio-economic development are demined to a level that is ALARA according to national laws and standards and international and mine action standards. There will also be a need for an effective national explosive ordnance disposal capability operating in accordance with international standards and national standards and a public awareness of how to recognize and report suspicious items for disposal by qualified authorities. Mapping of cleared or marked dangerous areas must be complete and accurate and these data made available as needed to the public and appropriate institutions. There will be a need for coordination between mine/UXO awareness needs and demining. However, the response is established to cater mainly to the risk of unknown threats in areas that may be unsuspected. All post clearance documentation is complete and land handed over to owners.

\*\*\*Demining is defined within the UN System as comprising several activities: Technical Survey; Mapping; Clearance; Marking; post-clearance documentation; Community Mine Action Liaison and handover of cleared land)

a. **Demining End-State Goal 1:** Following achievement of demining to ALARA a National system for mine\XUO reporting and response is embedded in appropriate national entity.

Demining ES Goal 1 Enabling Objectives:

1) National Explosives Ordnance Disposal (EOD) response capability trained, embedded and sustained, with appropriate links to national information recording system; and with good communication system to respond to emergency and routine requirements.

2) National system EOD response identified in coordination with other actors to ensure seamless response and national coverage related to ancillary activities such as hazard awareness.

**b. Demining End-State Goal 2:** All suspected and confirmed mine/UXO contaminated areas surveyed, marked or cleared, mapped, land handed over and documentation complete and recorded in national data system in accordance with national and international standards and the ALARA principle.

Demining ES Goal 2 Enabling Objectives:

1) All dangerous and suspected areas surveyed to confirm existing and new information and recorded according to national and international standards;

2) Both cleared and dangerous areas are mapped in a continuous process according to national and international standards;

3) Mines/UXO cleared throughout Lebanon according to national priorities and the ALARA principle;

4) All residual known dangerous areas are marked according to national and international standards using a sustained marking system and capability until clearance occurs, and coordination is effected with the national hazard awareness program or system;

5) Post clearance activities completed according to national standard for cleared land and conclusions and follow-up information handed over to appropriate actors.

**c. Demining End-State Goal 3:** The community liaison function is catered for, as the requirement may be assessed, in conjunction and coordination with all actors including mine risk education and mine victim assistance mine action pillars and other national requirements.

Demining ES Goal 3 Enabling Objectives:

1) Verification is obtained that cleared land has been handed over to the owners in accordance with national procedures;

2) Satisfactory coordination is assured

**20. Mine Risk Education End-state Condition.** A comprehensive system will exist that extends from the national to the local levels and which provides for educating the population of Lebanon or others within Lebanon regarding mines and unexploded ordnance dangers, together with a basic ability to recognize and report these items to the appropriate authorities using a nationally embedded system.

**a. MRE End-State Goal 1:** Achieve public awareness of residual UXO threat sustained according to need.

MRE ES Goal 1 Enabling Objectives:

1) Identify appropriate existing means of communicating minimum essential information

2) Establish a hot line for confirmation and reporting of found UXO

b. **MRE End-State Goal 2:** Transfer of mine action MRE responsibility for public awareness of the residual unexploded ordnance threat to life and limb to an appropriate entity.

MRE ES Goal 2 Enabling Objectives:

- 1) Identify appropriate entity
- 2) Facilitate establishment of adequate budgets
- 3) Handover of facilitating information and data

c. **MRE End-State Goal 3:** Continue dedicated MRE activities up to the point of handover, until a casualty rate that is ALARA is achieved, lessons learned are captured and made available to national and international interested entities.

MRE ES Goal 3 Enabling Objectives:

- 1) Implement a medium to long term (3-5) year plan to achieve coverage and success
- 2) Provide all necessary support to enable needed levels of MRE activities through existing societal education and information systems

d. **MRE End-State Goal 4:** Ensure adequate coordination with related activities prior to handover.

MRE ES Goal 4 Enabling Objectives:

- 1) Ensure existence of necessary coordination function for MRE between the concerned entities and the responsible national authority

21. **Mine Victim Assistance End-state Condition.** The victims of mines and unexploded ordnance are successfully reintegrated into Lebanese society, with appropriate support for individual cases provided through a national system which incorporates the special circumstances of mine and unexploded ordnance victims.

a. **MVA End-state Goal 1:** Successful Handover of Mine Victim Assistance function to national entities which are responsible for the interests of mine victims.

MVA End-state Goal 1 Enabling Objectives:

- 1) Advocacy for mine victims within the greater social assistance community has identified and embedded special needs and factors concerning mine victims;
- 2) Activities supporting mine victims related to international efforts to recognize the circumstances for mine/UXO victims in the Treaty on the Rights of Disabled People have been successful;
- 3) The MV support system in Lebanon is established which meets medical, social, economic and psychological needs;
- 4) Victims reintegrated into society.

22. **Advocacy End-state Condition.** The mine action program in Lebanon has provided all relevant mine action related information in a useable and accessible form to the Departments of Defense and Foreign Affairs, the latter as the entity responsible for international agreements, and the former as responsible for technical and material matters. A

mature body of mine action technical and other knowledge required in support of the activities of these departments exists and has been transferred.

a. **Advocacy End-state Goal 1:** Documented information available concerning technical and mine action information;

Advocacy ES Goal 1 Enabling Objectives:

- 1) Dossiers prepared for background and other mine action information for Lebanon
- 2) Mine action data packages concerning technical requirements sorted according to needs of other government departments

b. **Advocacy End-state Goal 2:** Recorded methods and achievements in furthering the goals and aims of humanitarian mine action carried out within the mine action arena and provided to international and national bodies as appropriate.

Advocacy ES Goal 2 Enabling Objective:

- 1) Established methods during the implementation of long term mine action plans which support the spirit of humanitarian mine action and documented information provided to receivers

23. **Information Management End-state Condition.** All relevant mine action data has been captured and is organized so as to permit use by appropriate government departments, the public and others, especially the legal system and the land registry system. The use of selected data and developed formats for national historical and international assistance purposes has also been considered and planned for and the capability to enter new data exists. Information Management System for Mine Action (IMSMA) data responsibility ready to be managed and operated by an appropriate entity.

a. **Information Management End-state Goal 1:** Developed information on mine action and accumulated data as a transferable module able to be moved to the management of an appropriate entity, including operating policies, procedures, documentation and sustainment.

IM ES Goal1 Enabling Objectives

- 1) Adequate IM policies
- 2) Adequate IM/IMSMA processes, procedures and protocols developed in consonance with receiving entity prior to handover that ensure use of data is efficient and meets needs of Lebanese society

b. **Information Management End-state Goal 2:** Mine action and related data formatted in a way that end users can request land info in a standard way.

IM ES Goal 2 Enabling Objectives:

- 1) Coordination with Land Registry Governmental Department established
- 2) Establish national standard formats for mine information maps and other data

24 **Regulatory Matters End-state Condition.** All developed standards for mine action quality policy, management, accreditation and licensing, technical and safety guidelines, SOPs and contracts and agreements are incorporated into, or administered where necessary by the appropriate national systems to the degree necessary, especially including explosive ordnance disposal, and marking modalities which are based on international and national standards.

a. **Regulatory Matters End-State Goal 1:** Nationally rationalized mine action and explosives ordnance disposal (EOD) regulatory policy, technical standards, Standard operating procedures (SOP), registration, accreditation and licensing and quality management fully reconciled with military and civilian in place systems as required.

Regulatory Matters ES Enabling Objectives:

1) Continuous process has been in place to ensure full national input and control of all regulatory matters during operations of all types and to permit nationally harmonized outputs prior to disbandment of the dedicated mine action organization as evidenced by vetted and accepted national documents.

## **IMPLEMENTATION GUIDELINES AND DIRECTION TO BE APPLIED IN THE DEVELOPMENT OF LONG AND MEDIUM TERM AND ANNUAL MINE ACTION PLANS INCLUDING PRIORITIES FOR MINE ACTION IN LEBANON**

25. **Implementation of the ESS – General.** The LMAA guidelines and specific direction which follows shall be incorporated into the Lebanon Long Term Plan for Mine Action 2005-2009 and all other plans as may apply. The general approach to be used wherever possible will be to follow the same structure as used to express the mine action end-state strategy goals and their enabling objectives. Additional activity-specific factors and information plus the conclusions reached during the Lebanon Mine Action Strategic Review process are also part of the platform for developing the Long Term Mine Action Plan 2005-2009. Additional information, such as historical data, analysis and planning tools and data such as the Landmine Impact Survey 2003 also will be used. Reference will also be made to the Lebanon Mine Action Strategic Review (LMASR) Analysis Report conclusions.

26. **Enabling Activities and the Need for Effective Management as an essential mine Action Enabling Function:** Essential elements include general management and coordination including policy, regulatory, planning and operations functions including assessment; information management with a focus on the IMSMA; active and effective mobilization and prioritization of resources; human skills development and training including management training and quality management. Funding for these activities is essential to LMAP success.

27. **Implementation Guidelines and Direction including Priorities and Determination of ALARA for Lebanon.** These will be applied throughout the Lebanon Mine Action Program.

### **a. Guideline 1: Apply National Mine Action Priorities**

The following **Mine Action Priorities for Lebanon** will be used in the development of mine action plans with effect from August 2004.

1) **National Mine Action Priority 1:** Reducing loss of life or injury from mines/UXO through application of the national humanitarian demining and MRE capabilities as may be required

2) **National Mine Action Priority 2:** Mine action assistance to socio-economic development in accordance with the national development plan.

3) **National Mine Action Priority 3:** Provide assistance to mine/UXO victims through direct (coordination) and indirect (lobbying and representation) support.

3) **National Mine Action Priority 4:** Reduce the overall threat of mine/UXO contamination permanently according to the ALARA principle as nationally defined.

**LEBANON: ALARA for Mine Action:** Determining what is ALARA for mine action based on national laws and standards and international mine action standards is a National decision and will depend upon further technical survey, development progress, resources and other factors. The Director NDO is responsible for preparing draft technical levels (for approval by mid 2006) associated with mine/UXO clearance, hazard awareness and mine risk education and national marking or other protective measures as may be necessary.

**b. Guideline 2: Continue use of International Mine Action Standards and Maintenance of Support to International Mine Action.** International Mine Action Standards (IMAS) will continue to be used as the basis for development of national technical guidelines, procedures and protocols. Where national participation in international fora will permit a contribution of national mine action experience or other benefit, the LMAP will continue to be represented internationally. Additionally, mine action administrative, technical and operational policies and procedures will be developed in accordance with national laws and technical standards and include application of international mine action standards. Harmonization of standards will be achieved. Where considered beneficial to improved international or national communications concerning mine action issues, use of international terminology and approaches is encouraged strongly.

**c. Guideline 3: Use all Mine Information Data – Lebanon Landmine Impact Survey (LIS) and IMSMA.** The existing data will be used as necessary for planning. Where advisable, data analysis will be used to update planning figures and provide more accurate estimates for project proposals. The Lebanon Landmine Impact Survey provides a national ranking of mine/UXO impact on the Country. There is also additional IMSMA data concerning cleared land, dangerous and suspected dangerous areas. This data will provide a level of planning accuracy not normally available and must form the basis for the initial Lebanon Long Term Plan for Mine Action 2005-2009.

**d. Guideline 4: Support Socio-economic Development Plans.** Mine action supports the central national priority of socio-economic development which is the responsibility of the Lebanese Government through the Council for Development and Reconstruction. Pro-active close coordination and cooperation with the development entities will be maintained and factored into plans according to national development and mine action priorities.

**e. Guideline 5: Continue, and accelerate Resource Mobilization.** The Lebanon Mine Action Authority will continue to fully support the International Support Group (ISG) for Mine Action in Lebanon, formed in 2001, and to be chaired by the Minister of National Defence. To fulfill the role of macro level donor coordination and provision of mine action information it will continue to be supported by a UNDP provided Secretariat based on the NDO UNDP Advisor Office. All mine action resource mobilization activities within Lebanon will be coordinated first with the Director NDO. A clear resource mobilization strategy based on Reference XXX will be developed and included in both the 2005-2009 long term plan and annual IWPs. Resource mobilization will be based on solution oriented proposals to achieve the ESS.

**f. Guideline 6: Use of Program and Project Management Principles and capacity building through National Staff Training and Human Skills Development.** Program and project management principles are internationally understood and have been adapted to meet the needs of the LMAP and NDO to work in Arabic and to communicate in English internationally. International communication is essential to maintaining international support for the Lebanon Mine Action Program. This includes the program planning and control system adopted in 2004. Some basic training of LMA Program staff at all levels is required to support an appropriate level of activity and efficiency that will enable effective resource mobilization and the end-state to be achieved in as short a time as possible, and thus to allow Lebanon to develop more quickly. Continued participation in UN and other mine action training is required. See also Guideline 12 at sub-paragraph k.

**f. Guideline 7: Implement Mine\UXO Survey, Verification, Area Reduction and Marking on a priority basis.** The Lebanon Land Mine Impact Survey estimate of the remaining mine\UXO problem currently estimated at more than 130,000,000 square metres of land requires a much increased level of follow-on technical survey, area reduction, verification and marking work. The figure quoted represents what the LIS lists as the land actually *believed to be contaminated by those who live in the affected areas*, the technical reality of which remains unknown. Available mine/UXO data contains known contaminated areas, areas suspected by mine action survey to be contaminated and areas that people living within believe to be contaminated (LIS data). There are also unknown areas not yet discovered which will form part of the residual threat.

1) A focused approach leading to the end-state solution for clearance work in particular, and full application of ALARA is required to quantify the amount and type of work remaining before the Program can be wound down. This is necessary so that proposals acceptable to donors can be planned.

2) Extensive survey work is required including verification of areas believed to be contaminated, area reduction of suspected and known contaminated areas and, related to casualty reduction and safety, plus a national campaign to mark surveyed and known dangerous areas. This is especially so in the wake of the major clearance effort achieved by the OES Project 2002-2004. *Therefore, priority will be placed on establishment of a stand-alone national survey project to accomplish this on complete solution basis by mid-2006.*

**g. Guideline 8: Establish Cost Control and Value for Money as Operating Principles.** Increasing competition for mine action resources means that Lebanon will have to demonstrate its ability to solve the mine/UXO problem in an efficient and timely manner. Program control methods provide transparency and assist effective planning and implementation based on a national solution. The NDO planning system established in 2004 fosters transparency, assists in maintaining priorities and permits an ordered approach to seeking donor support while protecting against piecemeal or inappropriate short term fixes. Project proposals must demonstrate cost effectiveness and all plans will include a cost capture and reporting mechanism that records both donated and in-kind costs (standard cost table to be developed).

**h. Guideline 9: Provide for Sustainment.** Adequate resources must be earmarked for sustainment of all needed mine action or enabling capabilities in accordance with the plans to achieve end-state conditions. This is particularly so for capabilities requiring a planned program to maintain proficiency of individuals and animals such as use of mine detectors, mine detection dogs and EOD skills. Sustainment and maintenance of equipment and vehicles will also be considered.

**i. Guideline 10: Obtain International Technical Advice (SME).** Where needed, plans will include a technical advisory requirement that will include an exit strategy for international advisors. As of mid-2004 the following international technical advice is required: Chief Technical Advisor (to Director NDO); Senior Operations Advisor; Deming Planning Advisor; Demining field technical advisors; Quality Assurance Advisor, Donor and Public Relations Advisor; project Advisors; Information Management Advisor. Notwithstanding the existence of several of these advisors under various arrangements, a backstop plan will be developed under the long term UNDP Capacity Development Project 00013399 to provide the full suite of advisors required.

**j. Guideline 11: Employ Civilian National Subject Matter Experts (SME) in the Mine Action Program.** The nature of military service demands that personnel are trained and ready to fulfill their roles in support of the LAF missions of national defense, security and support to national development. Maintaining continuity of personnel in the mine action organization may often be difficult. Therefore, where necessary, employment of civilian SMEs is authorized to provide continuity, training and specialized support in key functional areas. Consideration will be given to how the costs of this support can be lowered through

donor involvement, especially where this approach may be suitable to replace an international position, and of the longer term effects such as supporting salary costs for several years.

k. **Guideline 12: International and National Communication.** Mine action is strongly supported internationally, including financial, technical and administrative elements. Communication internationally is therefore an important factor in the conduct of the LMAP. While communication in Arabic is the normal means of conducting national work within the program, the demonstrated need also exists to communicate in English to the international community both resident in and external to Lebanon. The means to do this effectively will therefore be included as a fundamental requirement so long as the need exists.

28. **Direction:** The Director NDO is responsible for development of the Lebanon Long term Mine Action Plan 2005-2009 in accordance with this End-state Strategy and Guidelines by 30 November 2004. He is also responsible for proposing options for organizational changes in line with the Conceptual Framework for Administration of the Lebanon Mine Action Program (Annex E) to enable this end-state strategy efficiently and cost effectively. General implementation and organizational options should be generated to allow approval by 31 October 2004. General options from the LMASR Process to enable the implementation of this ESS including organizational and infrastructure implications are required by 30 August 2004. The selected and approved option incorporating the concept for the Long Term Plan 2005-2009 and the organizational adjustments required to support implementation of the 2005-2009 Plan will be introduced using a phased introduction with a transition period extending to full implementation commencing in early 2005. The Director will also prepare attendant support plans and reports as necessary together with a general resource generation concept to support the LMAP End-state Strategy and, in particular, a focused resource mobilization plan to enable quicker solutions using the flexibility inherent in the Lebanon Long Term Plan for Mine Action 2005-2009.

Annex A: Reference List and Synopsis of Lebanon Mine Action Strategic Review Process

Annex B: Life Cycle Diagram for Lebanon Mine Action Program

Annex C: End-state Strategy based Planning Sequence Flow Chart

Annex D: Excerpt from LMAP Policy and Procedures Manual (Program and Project Control)

Annex E: Conceptual Organization to enable the ES Strategy

This End-state Strategy was developed at the National Demining Office Lebanon with the assistance of the UN Development Programme Capacity Building Project 00013399, 072004.

## **List of Definitions and Acronyms Used in the Lebanon End-State Strategy (ESS) For Mine Action, Reference List and Synopsis of the Lebanon Mine Action Strategic Review (LMASR) Process**

Note: The definitions cited below are essential to understanding of the Lebanon ESS; these terms are not found as such in the current lexicon of mine action terms or standards, the adapted definition of ALARA appears in use related to mine action for the first time.

### **Definitions End-state Strategy and ALARA**

1. **Definition 1: End-state for Mine Action.** The condition where a dedicated or stand alone mine action authority and capability are no longer required; the necessary mine action functions and actions having been completed and those deemed necessary to continue in some form devolved to the appropriate government, military or other organizations. In other words, the mine action function has achieved success and fulfilled its mandate by reducing the threat to life and limb and also eliminating the effects of mines and unexploded ordnance on socio-economic development to a level as low as reasonably achievable (ALARA) and to the point where stand-alone mine action entities are no longer needed. Required residual responses are undertaken by other organizations as part of overall governmental function, since the known threat also has been reduced to ALARA through the dedicated program work. Naturally, where government function in a country is impaired or non-existent, the presence of international support will be required far longer, and the process to achieve the end-state will require adjustment to reflect this.

*Genesis* The concept of a mine action program life cycle which appears in this paper was first developed in 1998 at the Cambodian Mine Action Centre (CMAC) and has been further developed into this end-state strategy using mainstream strategic and program planning principles, procedures and conventions.

2. **Definition 2: ALARA** The acronym ALARA stands for the phrase “as low as reasonably achievable”. This term is used internationally, mainly in reference to radiation exposure levels but also to chemical exposure; however, ALARA can also be described as a work principle or a philosophy and has application to mines and UXO which contain explosive chemicals and the potential to explode. In a risk free or perfect world, exposure to dangerous situations, substances (explosives) or items could be reduced to zero. In the real world, reducing exposure to such threats to zero is usually not practically possible; there are always public policy, technical, economic, practical, or social considerations that result in a small but acceptable level of risk. Human beings usually cannot or will not pay the price to reduce the risks to life or limb to zero; the best way to minimize the impact of mines and UXO is to reduce the potential for exposure to a hazard such as mines and UXO to a level that is ALARA through application of mine action processes using international and national standards and quality work in achieving them. Both prior to and following major mine action interventions, the best way to mitigate this risk is to keep individual exposure ALARA through hazard awareness and mine/ UXO removal processes in place permanently which warn of and respond to previously unknown hazardous situations.

### 3. **List of Acronyms**

ALARA	as Low as Reasonably Achievable
DAF	Development Assistance Framework
DPKO	Department of Peacekeeping Operations

EOD	Explosive Ordnance Disposal	MRE	Mine Risk Education
ES	End-state	MVA	Mine Victim Assistance
ESS	End-state Strategy	OES	Operation Emirates Solidarity
GOL	Government of Lebanon	SME	Subject Matter Expert
IM	Information Management	SOP	Standing or Standard Operating Procedure
IMAS	International Mine Action Standards	UAE	United Arab Emirates
IMSMA	Information System for Mine Action Management	UNDP	United Nations Development Program
IWP	Integrated Work Plan	UN MACC	United Nations Mine Action Coordination Centre
LAF	Lebanese Armed Forces	UNMAS	United Nations Mine Action Service
LIS	Landmine Impact Survey	UNIFIL	United Nations Interim Force in Lebanon
LMAP	Lebanon Mine action Program	UXO	Unexploded Ordnance
LMAA	Lebanon Mine Action Authority		
MACC-SL	Mine Action Coordination Centre – South Lebanon		

## Reference List

### 4. References applying to the End-state Strategy for Mine Action in Lebanon:

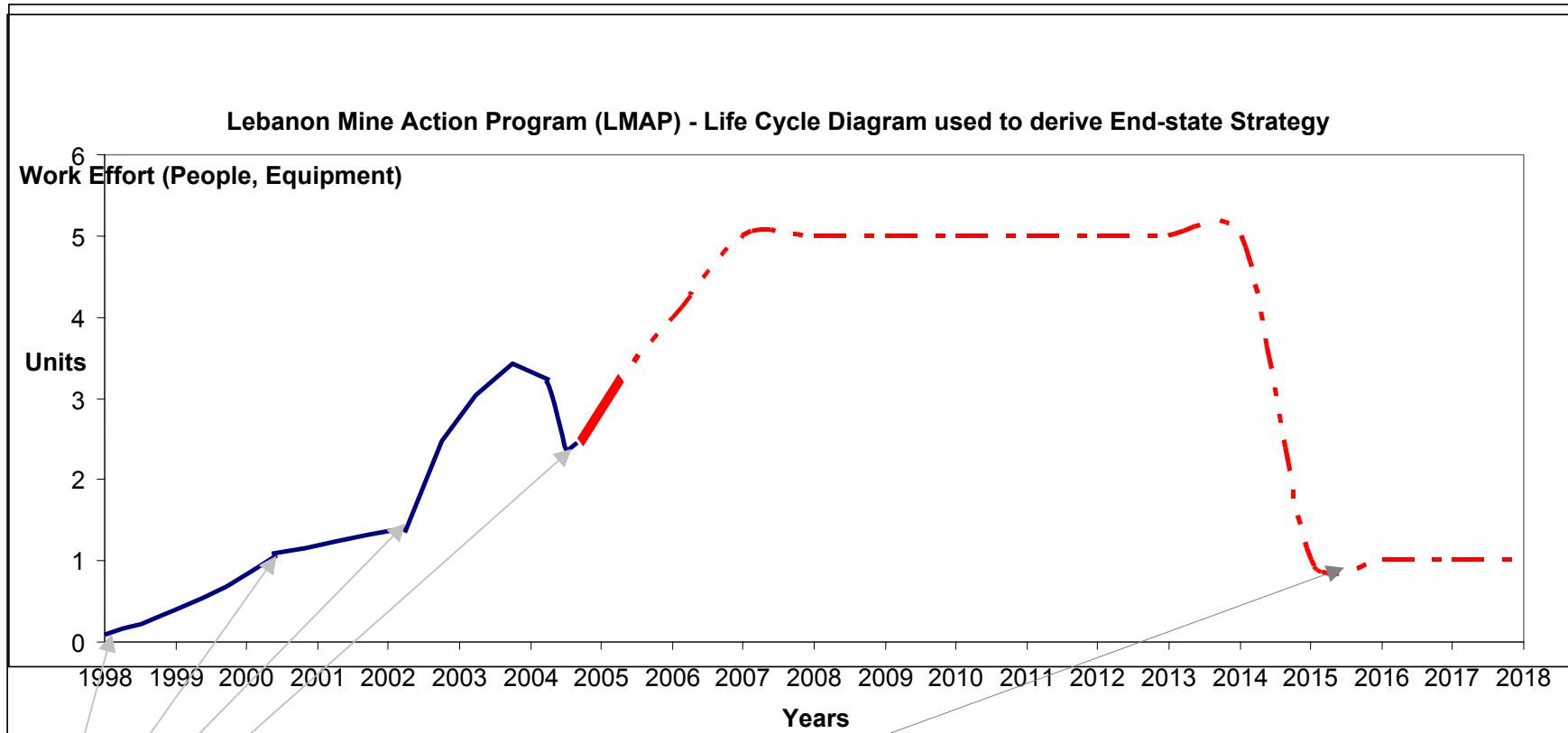
- a. Joint Letter – MOD/UNDP No. 5817/MD/M 26 December 2003 covering Outline Project Charter for the Lebanon Mine Action Strategic Review jointly issued by MOD Lebanon and UNDP Resident Representative
- b. Project Charter for the Lebanon Mine Action Strategic Review issued by Director National Demining Office 09 January 2004 & Staffing Draft Project Charter issued 07 November 2003
- c. Backbone Document concerning LMASR Baseline Phase issued January 2004
- d. Backbone Document concerning LMASR Analysis Phase issued 25 May 2004
- e. Minutes of the First Meeting of Lebanon Mine Action Stakeholders held at the National demining Office 07 November 2003
- f. Analysis of the Mine Action Situation in Lebanon as of August 2003 (UNDP CTA Sep 2003) Limited Distribution only
- g. Lebanon Mine Action Stakeholder Analysis December 2003
- h. Lebanon Landmine Impact Survey (LIS) 2003
- i. National Demining Office Report 1-2004: Mine Action in Lebanon 2003
- j. National Demining Office Integrated Work Plan (IWP) 2004
- k. National Demining Office Strategic Plan 2001-2006 dated 2001
- l. Project Management Institute (PMI) Body of Knowledge 2000
- m. Council of Ministers Decision re: Establishing the National Demining Office Lebanon organic to the Lebanese Armed Forces April 1998
- n. UNDP Development Assistance Framework for Lebanon 2002-2006
- o. A Guide to Mine Action Geneva International Centre for Humanitarian Demining 2003
- p. Lebanon Council for Development and Reconstruction Law (1977)
- r. UN General Assembly Resolution A/55/120 Assistance in Mine Action
- s. Lebanon Mine Action Portfolio 2004 (Lebanon MAP)
- t. Lebanon\UNDP Basic Standard Agreement 1963
- u. UNDP National Executed Project (NEX) Capacity Building for Mine Action – 00013399
- v. International Mine Action Standards (IMAS) (March 2003)
- w. The Project Management Memory Jogger GOAL/QPC - [www.goalqpc.com](http://www.goalqpc.com)
- x. UN Mine Action References including UN Policy Paper, UN Mine Action Service (UNMAS), UNDP Mine action Team, UNICEF (MRE) plus eight other UN organizations, mandates for mine action are found at [www.mineaction.org](http://www.mineaction.org) (emine)
- y. UN sponsored Training Programs: Strategic Planning; Middle Management and others; [www.mineaction.org](http://www.mineaction.org)
- z. Council of Minister Decision; Establishment of the National Demining Office within the Lebanese Armed Forces April 1998
- aa. Resource Allocation and Priority Setting in Mine Action (A Resource Manual) First Draft January 2004 Geneva International Centre for Humanitarian Demining

- bb. End of Mission Report August 1998 – Canadian Contribution to the Cambodian Mine Action Centre
- cc. International Guidelines for Mine and Unexploded Ordnance Awareness Education & The Draft Mine Risk Education Standards (TBP) [www.UNICEF.org](http://www.UNICEF.org)
- dd. The Role of Mine Action in Victim Assistance (GICHD 2002)
- ee. Convention on the Use, Stockpiling, Production, transfer of Anti-personnel Mines and on their Destruction (1997)
- ff. Protocol II (Amended 1996) to the United Nations Convention on the Prohibitions or Restrictions on the use of Certain Conventional Weapons which may be Deemed to be Excessively Injurious or to have Indiscriminate Effects
- gg. Lebanon IMSMA Data Base
- hh. MACC-SL Annual Report 2003
- ii. Lebanon Technical Safety Guidelines for Demining 2003
- jj. The Role of the Military in Mine Action (GICHD July 2003)
- kk. Mine Action Resource Mobilization in Lebanon (UNDP; C Bowness May 2004)

### **Synopsis of the Process**

5. Synopsis and chronology of the Lebanon Mine Action Strategic Review Process 2003-2004:

- a. September 2003: Limited Distribution - Report Mine Action in Lebanon Recommendation: to conduct a major review. (Reference f)
- b. 15 Oct 2003. MOD/LAF direction to conduct a review with support of UNDP (CTA)
- c. 07 Nov First Meeting of Mine Action Stakeholders (Reference e)
- d. 26 Dec MOD/UNDP RR issue Joint Letter (LMASR) (Reference a)
- e. 09 January 2004 Director NDO issues Detailed Project Charter for LMASR (Reference b)
- f. LMASR Project implemented Dec 2003 – July 2004 (References c, d)
- g. End-state Strategy Draft containing Assumptions and Guidelines and Direction for Implementation sent to MOD for Acceptance/Approval 26 July 2004
- h. Implementation Plan under development. August 2004



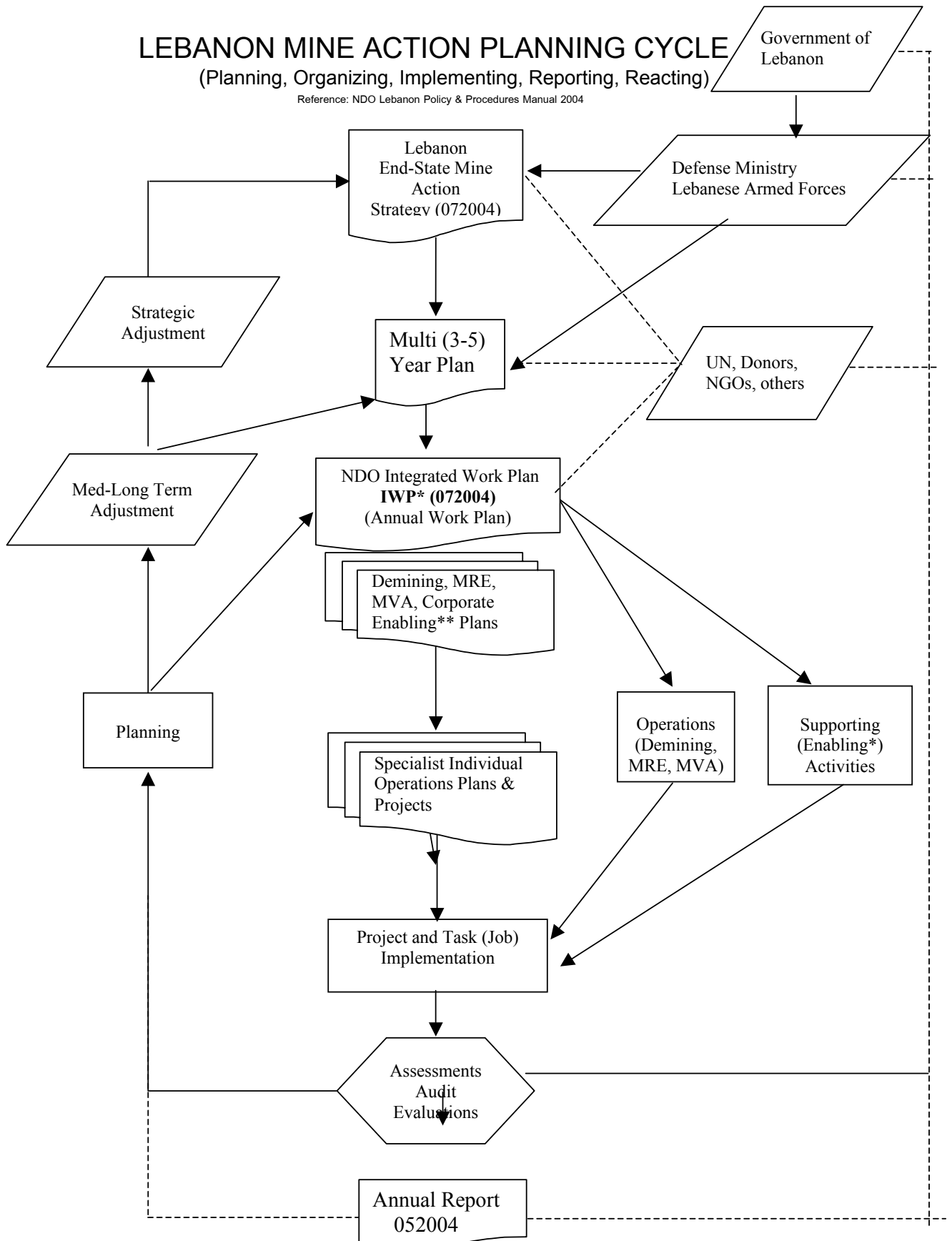
Notes:

1. Work Effort x Time = Cost. Figures used are representational, not drawn from actual analyzed data.
2. 1998 NDO formed.
3. 2000 UN Mine Action Coordination Cell - South Lebanon formed.
4. 2002 OES Project including Mine Action Coordination Center – South Lebanon began.
5. 2004 OES Project ends.
6. Projection: (Shown in dotted Lines)
7. 2005 End-state Strategy projections
8. Hypothetical: 2005 – 2014 functional Lebanon Mine Action Program completes mission
9. 2014 and beyond: Steady state EOD response capability, MRE, MVA, mine data functions placed within Lebanese Government infrastructure. Annex B to 2004 End-state Strategy for Mine Action in Lebanon

# LEBANON MINE ACTION PLANNING CYCLE

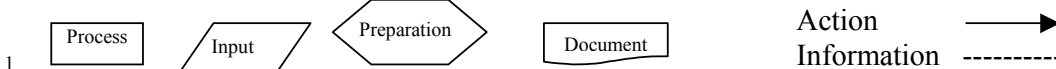
(Planning, Organizing, Implementing, Reporting, Reacting)

Reference: NDO Lebanon Policy & Procedures Manual 2004



Legend: \*\* Enabling activities support or make possible other activities

\* Lebanon Mine Action Program Control document: Contains NDO corporate enabling and mine action plans.



## ANNEX D to End-state Strategy for Mine Action in Lebanon

### Excerpt from NDO Administrative Instructions (AI) Lebanon Mine Action Program and Project Management System

#### Introduction and Background – Mine Action Program Management

1. Internationally, the concepts of program and project management are among the major approaches to managing enterprises. As an enterprise, the Lebanon Mine Action Program (LMAP) matches the internationally accepted description of a **Program\*** because it is: complex; large; using a program office (the NDO); geographically dispersed; using contractor services; assuming a total life cycle perspective (the end-state strategy) and, finally, it is visible to the public and uses many projects to accomplish its purposes. *This is in contrast to a **project\*\***, which is “a temporary endeavour undertaken to create a **unique product, service or result**”.* Also see “Notes” below.

#### NDO Program Control

2. To help meet the need for program control measures that will facilitate efficiency and management of ongoing processes and individual activities, the NDO has adopted a **program and project management approach** (see paragraph 7 below) that will facilitate overall coordination and/or enable identification of discrete types of activities in the mine action program. Note that a program can also exist at a lower level, as in a “Mine Risk Education Program”, which itself can exhibit several or all of the characteristics of a program as described at paragraph 1.

3. Overall and continuing mine action **coordination** is the primary mission of the NDO. This overall coordination requirement is enabled in part through the employment of **pure operations functions** (see paragraph 7 below) such as planning, coordination and control and project inventory management. In general, the term “operations” can also describe the activities within a particular function, such as the activities needed to *operate* the administrative function.

4. The overall coordination needed uses an approach that identifies, manages, and coordinates all of the activities that make up the mine action program. Some useful activities and methods contribute to enabling effective coordination including the Lebanon mine action end-state strategy and longer term plans, an efficient annual planning and reporting cycle and a project identification system for projects within the program or supporting the program. Cost and budget information will normally be provided within each project document, including identification of in-kind support required. All of the projects planned by the NDO or executed through the NDO will appear on the **LMAP Master List of IWP Projects** (attached to this IWP as Annex H). The NDO project numbering system for this list is described below and is controlled through the NDO Information Management Section as follows:

a. **Identification of a Project and the LMAP Master List of IWP Projects.** Once the project (not an ongoing activity) is identified as a planned project and accepted as so by the Director NDO (and which may not yet have a funded budget), a project number is assigned by the Operations Section from the **LMAP Master List of IWP Projects**. This List contains a Project Status Code such as planned, (implementation or closed...see paragraph 4b below) that identifies the current status of a particular project. Note that once a Project is finally approved and funded and implementation has begun, the project status changes from “planned” to “Implementation” and then to “Accomplished” once the project mission is achieved. The project cannot be closed until it is certified by the Director NDO or Project

Sponsor that all financial, reporting and other obligations have been met. Once these actions are complete the project is “closed” and the status changed.

*Note: The Project Sponsor is the individual or organization which is overall responsible for the project; this is often who is paying for the project but not necessarily. Note that the project is controlled through the appropriate NDO Section and implemented by the Project Implementer, who designates the Project Manager. (Example: Clearance by MAG as implementer of a clearance project, the MAG STA for Lebanon is the Project Manager). The project Sponsor is the Donor, who may request that the Director NDO act on their behalf.*

b. **Accomplished Status and Closed Status.** Accomplished status means that the project deliverable (product or action) is received or completed. Closed projects are changed to status “Closed” when the project Sponsor and Director NDO are satisfied that all administrative and reporting requirements are complete including actions such as budget and accounting, handovers and completion certificates, and that the project deliverable requirement is met. Once the paperwork and bills are finished and paid the Sponsor/Director NDO will approve the closure and the closed project is placed on a **LMAP Project Archive – “Closed Projects”**.

c. The status of “**Cancelled**” means a project has been deleted and will not be undertaken for at least one year or not undertaken ever. The system administrator will cancel projects and file them in a **LMAP Project Archive – “Cancelled Projects**

5. All of the projects planned by the NDO or executed through the NDO will appear on the **LMAP Master List of Projects**; these projects will be numbered using the following method:

a. the initial designator “**IWP**”;

b. followed by a number consisting of the **project serial number** beginning each year at the number “1” and followed by the year in full (e.g. **1-2004, 2-2004...**) *This number is automatically controlled and cannot be changed or erased;*

c. the **major activity designator** for the project type (as listed below at paragraph 6a) followed by a hyphen (e.g. **DEM for demining or CPM for corporate management related projects or TRG for training projects**);

d. the **sub-activity designator** (as listed below at paragraph 4b2) for the detailed project activity (e.g. **CLM mine clearance-manual or technical development TDL or information management**);

e. Enter the **Project Implementer** (e.g. **UNDP, MAG, IMI, NDO, GOL, IMSECT, OPER or as needed**, followed by a hyphen;

f. **Project Dates**; Enter the dates when the project is accepted by the Director NDO as part of the LMAP. Enter the planned completion date for the project; if unknown enter 00/00/00

g. Note that once a project is funded the **project status** changes from “Planned” to “Implement” and finally to “Accomplished” and then “Closed” when the project is finally closed as described at paragraph 4b.

h. Enter the **Project Title**: {insert descriptive name of the project}, project titles (names) should accurately describe the intended outcome or service provided by the project.

h. Example project number:

**IWP 1-2004 DEM-CLM-IMI - 15/03/04-15/06/04-**  
**Project Title: Clear 60,000 m2 Land in Nabatieh**

6. Project Codes are as follows:

a. **Major Activity** codes are for the pillars of mine action from the GICHD publication “A Guide to Mine Action” and enabling functions;

1) Demining	DEM	
2) Mine Risk Education	MRE	
3) Mine Victim Assistance	MVA	
4) Advocacy	ADV	
5) Training	TRG	
6) Corporate Management	CPM	
7) International Support	ITL	
8) Other or Miscellaneous	OTM	

b. **Sub-Activity** (Project Detailed Type):

1) Mine Clearance - Manual REG	MCL	13) Regulatory Function
2) Mine Clearance - Mechanical	MCM	14) Information Management
3) Mine Clearance - Dogs TDL	MDD	15) Technical Development
4) Impact or Technical Survey	TIS	16) Capacity Development
5) Area Reduction OMM	ARR	17) Omnibus (many different elements)
6) Marking	MRK	18) Other
7) MRE Campaign	CAM	
8) MRE Refresher	REF	
9) MRE Miscellaneous	RMS	
10) MVA Coordination	CRD	
11) MVA Other	VMS	
12) Technical Development	TDL	

**Definitions**

7. *Program and project management terminology is specific and necessary for clear reference to activities and for control purposes. The notes below reflect standard program and project management accepted definitions. The book titled “Project Management Memory Jogger” and other references are available in the UNDP advisor office on a loan basis, as are other reference books.*

a. How to tell a program from a project? *A program usually involves several projects and these characteristics:*

- 1) *A program is ongoing;*
- 2) *The program purpose is related to an outcome or future state of being rather than a specific deliverable;*
- 3) *The cost and time may not be specifically known or specified;*
- 4) *Programs are complex and require ongoing support functions such as operations, logistics and specialized functions that endlessly perform their functions as long as the program exists. A big part of the Program is operations and maintenance of the activity. In a project, operations and maintenance are not a part of the deliverable.*

b. A project from a program? *A project differs from a Program in that it has three main characteristics:*

- 1) *A project is a temporary, organized effort that creates a unique product service, process or plan.*
- 2) *A project has a clearly defined purpose and deliverable*
- 3) *The cost and time (start and finish) are specified (may be expressed as amount of work in time available).*

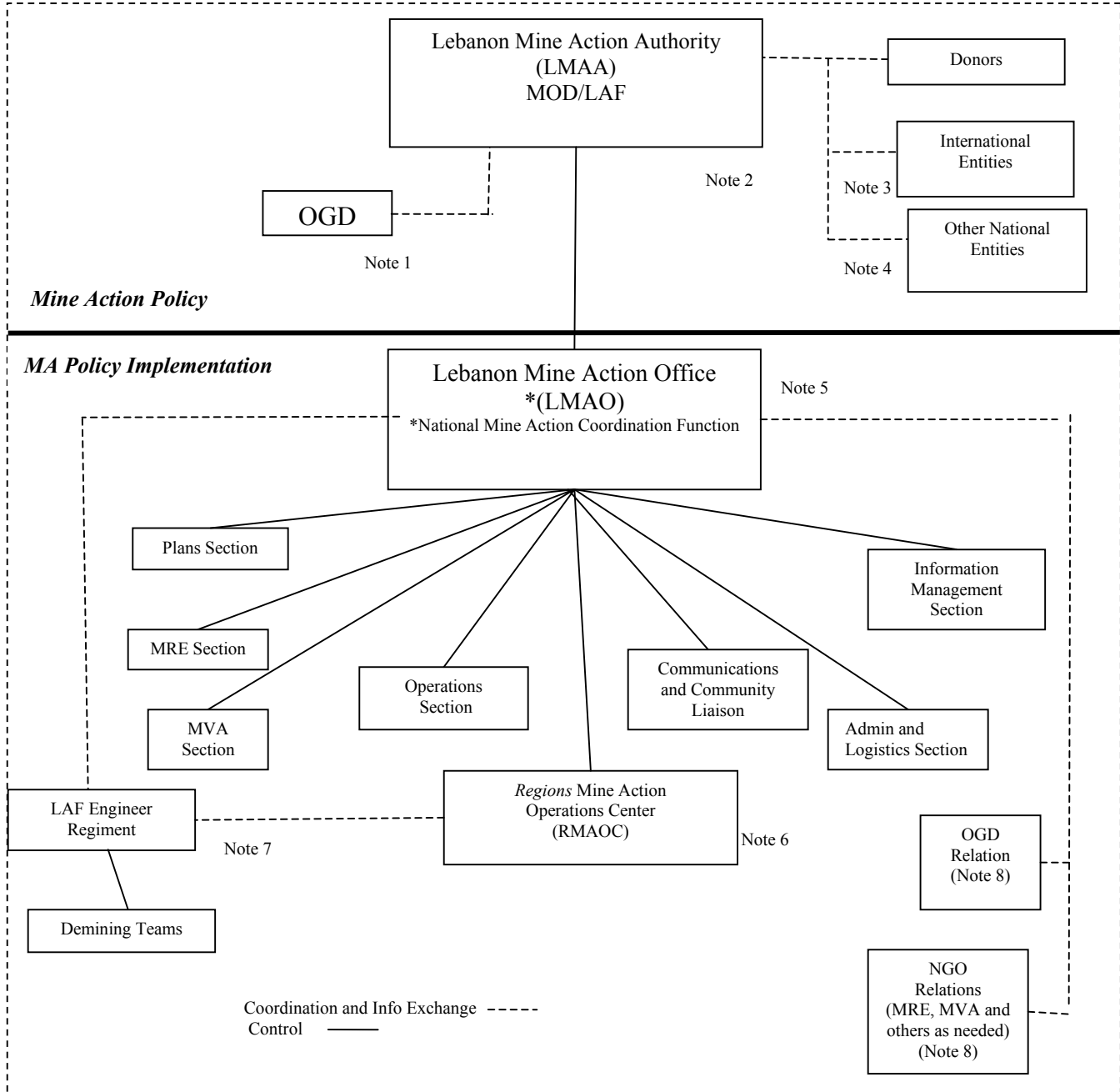
c. *How to tell a program or project from an operation? An operation is an ongoing function that acts to coordinate, control and ensure necessary support is provided as directed by a program or project manager. It constantly repeats its function whereas a project does not.*

1) *While a project is a temporary, organized effort that creates a unique product service process or plan, the operations function goes on after a particular project is finished. It does not have a deliverable but is used as a tool to facilitate the overall goals of the program. The purpose of operations is to support the program and the constituent projects; any program function can have “operations” going on.*

References:

- A. Internet searches will produce extensive returns by searching for “project management” or “program management”
- B. References are available in the UNDP Advisor office located at the NDO
- C. The website [www.mineaction.org](http://www.mineaction.org) contains extensive references to mine action topics

## CONCEPTUAL FRAMEWORK MINE ACTION PROGRAM ADMINISTRATION IN LEBANON



**Notes:**

1. Other Government Departments (OGD)
2. The Lebanon Mine Action Authority chaired by MOD/LAF operates as a virtual office, meeting when necessary, supported by the National Demining Office Staff.
3. UN, International NGOs and foreign governments not included under Donor category
4. National entities include NGOs and private supporters
5. LMAO is based on the current Government approved 1998 NDO organization with organizational and institutional adjustments required to achieve the Lebanon mine action end-state strategy.
6. Lebanese geography, lines of communication and availability of communications and positioning technology require only a single entity to plan and implement demining and MRE operations for all of Lebanon. The location of the Centre is in Nabatieh reflecting the distribution of the mine\UXO contamination as of mid 2004. Based on LMAO personnel with UN technical assistance, Engineer Regiment representation, the RMAOC incorporates planning, operations support, and ground coordination functions for all field mine action activities.
7. The services of the Engineer Regiment demining teams and demining staff are made available to the mine action program according to Lebanese Armed Forces procedures.
8. Virtual offices composed of committees using organization representatives and points of contact interacting but not permanently or physically present at the mine action coordination location, except for meetings held when needed.