



LEBANON MINE ACTION PROGRAM NATIONAL DEMINING OFFICE

Working for
Lebanon free from the impact of landmine

IWP INTEGRATED WORK PLAN FOR MINE ACTION IN LEBANON 2005



This report has been co-produced with the UNDP Capacity Building for Mine Action Assistance project

2005 INTEGRATED WORK PLAN (IWP)

MINE ACTION IN LEBANON

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**FOREWORD TO THE 2005
INTEGRATED WORK PLAN (IWP) FOR MINE ACTION IN LEBANON**

The Lebanon Mine Action Program (LMAP) is at a turning point of continued development. Many of the goals and objectives of the National Mine Action Strategic Plan (2001-2006) have been met with the collaborative support of national and international donors, organizations and mine action stakeholders. The accelerated advancement of the LMAP has raised the need for a concerted approach to solve the remaining mine action problem in Lebanon. Current enabling processes and activities include the adoption of international standards, project management principles, policy and strategy development and an articulated communications and donor relations approach.

The current Long Term Strategic Plan for Mine Action (2005-2009) has been developed to address the Lebanon mine problem taking into consideration the developments of the LMAP; namely, the certification of the Landmine Impact Survey (LIS), the completion of the United Arab Emirates funded Operation Emirates Solidarity (OES) project, the incorporation of National Standards and Guidelines (TSG) for mine/UXO clearance in Lebanon, the identification of the end-state condition and the production of the End-State Strategy (ESS) for mine action in Lebanon and the building of an indigenous capacity for mine action in Lebanon that adopts the principles of the International Standards for Mine Action (IMAS).

The 2005 Integrated Work Plan for Mine Action in Lebanon (IWP) assists in our mine action program control through promoting efficiency, cost effectiveness and transparency. It is the first of five IWPs which are based on the LTP 2005-2009 and are enabling plans for the achievement of the goals and objectives of the LTP 2005-2009 which in turn are in-line with the overall goals and objectives of the ESS. The IWP is an annual LMAP planning publication and is intended to provide guidance and direction, present the totality of activities needed to conceive, plan, implement, operate and sustain the LMAP during 2005 and to facilitate program control. This and future IWPs represent one of the stepping stones to the solution of our mine/UXO problem.

The IWP contains several sections and annexes. Sections include a General introduction, Corporate Management and the 2005 National mine action priorities, mine action Coordination and Support. Annexes detail specific mine action plans and projects and include a 2005 planning calendar, the Lebanon mine action planning and implementation cycle and a description of program management and control procedures used within the NDO.

Publications such as this plan and other activities demonstrate our increased capacity to plan and execute the Lebanon mine action program that has been enabled through the combined efforts of the UN and our staff. We are deeply grateful to the Arab, international and national donors and supporters who have made possible the significant mine action achievements of the past six years. We look forward to enhancing our relationship with each donor and supporter of mine action in Lebanon so that we may continue to improve our capabilities to reach our common goal of saving lives, preventing injury and facilitating socio-economic development as we persevere in removing the impact of landmines from our country.

Gen Salim Raad
Brigadier General
Director National Demining Office

LEBANON MINE ACTION PROGRAM NATIONAL DEMINING OFFICE LEBANON

2005 INTEGRATED WORK PLAN (IWP) FOR MINE ACTION IN LEBANON

IWP SECTION I: GENERAL

Introduction to the 2005 IWP

1. This National Demining Office Integrated Work Plan (IWP) identifies the total work effort needed during 2005 to achieve the interim goals and objectives for mine action in Lebanon. These goals and objectives are established and influenced by significant developments made during 2004 including the adoption and production of an End-State Strategy for Mine Action in Lebanon and a Draft 2005-2009 Long Term Plan (LTP) for Mine Action in Lebanon, major clearance work, mine risk education coverage, increased capabilities of the NDO, and certification of the Lebanon Landmine Impact Survey (LIS). The goals and objectives of this IWP are excerpts of and enabling goals and objectives to the goals and objectives of the 2005-2009 LTP. Consequently, a yearly IWP will be produced through 2009 with the aim of reaching the 2005-2009 LTP goals and objectives after which complementing LTPs will be produced to support the end-state condition for mine action in Lebanon.

2. The aim of this IWP is to capture planning information for national mine action in a single and standard presentation that will enhance further planning, work, coordination, information passage, monitoring and quality management, corporate development and reporting. Globally, there is a developing trend toward seeking more value for money in mine action; this planning approach facilitates capture of the real costs associated with mine action in Lebanon. The concept of enhancing integration of mine action into the national rehabilitation/assistance programme and support to development has been adopted. The 2005 Integrated Work Plan (IWP) presents corporate, mine action coordination and support plans in three separate sections. Demining, mine risk education and mine victim assistance and enabling activity work plans are contained in attached annexes.

Background

3. As the complexity and amount of work required initiating, organizing, planning, sustaining and implementing the Lebanon Mine Action Program has grown, so too, has the need for more formalized approaches to planning and control of work. The Integrated Work Plan concept is a continuation of an NDO developed planning framework that features basic project management approach and uses standard formats and a cyclical approach. As part of the planning cycle, various standard action planning documents used in managing the Lebanon Mine Action Program and implementing projects are produced. This group of projects, taken together with the corporate and support core functions and other enabling activities constitute the essential elements of the Lebanon Mine Action Program which the NDO is charged to implement. The planning framework is shown in a schematic diagram at Annex F. While these documents are produced in the English Language due to the need for international communication, Lebanese Army planning and implementation documents in the Arabic Language will also continue to be used.

National Demining Office Role

4. The role of the NDO has expanded since 1998 to include all activities under the term mine action defined in the International Standards for Humanitarian Demining (IMAS). Mine action policy decisions and other matters requiring high level coordination with Other Government Departments (OGD) are made by the MOD/LAF with the advice of the Director, NDO. The NDO implements the mine action policy decisions of the national mine action authority function exercised by the Lebanese Army Command, MOD and Government of Lebanon (GOL) and coordinates the work done by the organizations and entities that execute humanitarian mine action in Lebanon.

5. The enabling activities of information management and the regulatory process (which includes development and vetting of national standards, quality management and accreditation and licensing), and communications and public relations are also included as core functions. Operational mine clearance undertaken by UNIFIL assets is controlled by the Commander UNIFIL; however, information concerning mine clearance is provided to the NDO through the UN MACC.

Mine/UXO Contamination in Lebanon as of 31 December 2004

6. Mines, UXOs, and in some areas cluster bomblets, are found virtually throughout Lebanon, with the heaviest concentration of mines is in the south, in territory formerly occupied by Israeli enemy forces. South Lebanon and Nabatieh Provinces are most affected, followed by Mount Lebanon. An estimated 75 percent of the more than 400,000 landmines believed to be still in the ground throughout the Country as of 31 December 2004 are in southern Lebanon. Most of the remaining mines in southern Lebanon lie in the immediate area of the UN delineated 'Blue Line' along the Lebanon/Occupied Territories of Palestine border, affecting more than 90,000 inhabitants. However, minefields and suspected dangerous areas containing an estimated 100,000 mines are located throughout the remainder of the Country. While a total of more than 25 square kilometers of land have been cleared of mines and UXO since 1982 (including UXO cleared by the French in downtown Beirut and the LAF Engineer regiment in other areas) the Lebanon Landmine Impact Survey (LIS), carried out in 2003 estimated that 137 square kilometers of suspected contaminated land remain in five of six Lebanese Provinces. This residual area compromises more than 2500 mine fields and suspected dangerous areas throughout the Country.

Mine/UXO Impact on Lebanon

7. More than 90 mine/UXO casualties were reported in 2001, but this number has reduced to 14 casualties in 2004, a reduction attributed in the main to successful mine risk education and major clearance activities in the most highly afflicted areas in the south. While the number of landmine victims has been significantly reduced, remaining landmines and UXO have continued to affect the confidence of people living in the area and of those who might otherwise return, and therefore, to adversely and seriously impact reconstruction, socio-economic development and general community life in the affected villages.

NDO 2005 Corporate Goals

8. Mine action policy and priorities are formulated by the LAF Command and the MOD with the advice of the Director NDO (DNDO). Input from Other Government Departments (OGD) is received and included in policy and priority decisions. Once established, policies and priorities are then implemented and guided by the NDO through annual mine action goals. However, during 2005 a set of goals reflect the transition to the end-state strategy for mine action in Lebanon and are in conformity with the goals of the 2005-2009 LTP. The 2005 NDO mine action goals are:

- a) Operational level planning, implementation and coordination of humanitarian demining, mine risk education, mine victim assistance and advocacy activities within Lebanon;
- b) Support to national development plans with mine action activities as necessary;
- c) Commence the implementation of the directives of the End-State Strategy for Mine Action in Lebanon and the 2005-2009 Long Term Plan for Mine Action in Lebanon through the implementation of the goals and objectives of the IWP 2005 as directed by the National Mine Action Authority function within the MOD and LAF ;
- d) Develop the capacity of the NDO and associated mine action personnel through formal, informal and on-job national and international training and through the UNDP capacity building project;
- e) Build a strong national mine action institutional capability** that is able to manage the fluctuations of funding and other resources and the uncertainties inherent in human resource planning and execution;
- f) Support UN and international mine action through participation in international meetings and fora;
- g) Generate resources for national mine action;
- h) In conjunction with the UN, investigate the desirability and feasibility of establishing and developing in Lebanon a regional level capacity for mine action advisory services to other countries;
- i) Increase the level of mine action communications at the national and international levels;
- j) Establish the national mine action data base.

**** Institution Building** The uncertainties inherent in mine action funding and other support including the normal movement of personnel through an organization make the establishment of a mine action institution in Lebanon essential. As opposed to an organization that functions so long as the right people are in place, the notion of an "institution" means that mechanisms exist within and outside the mine action capability that provide for effective sustaining of the substantive Lebanese mine action capabilities found in the National Demining Office, Engineer Regiment, and elsewhere. Ensuring that this expensive, hard won and critical knowledge (including well trained and productive organization members) and hardware resources are not lost or that the function of mine action is not seriously impaired, a mine action institution must be fostered and constructed that will provide stability throughout the life of the required mine action capability. This requirement will exist until the end-state for mine action is reached.

Mine Action Priorities

9) The priorities for mine action during 2005 are:

- a) demining,
- b) mine risk education (MRE)
- c) Mine victim assistance (MVA).

A focus will also be placed on capacity and institution building and enhancing information management.

IWP SECTION II: **CORPORATE ACTIVITIES**

NDO 2005 Corporate Work Plan

1. This Section of the IWP describes the intentions and higher level enabling actions necessary to achieve the NDO 2005 mine action goals and objectives.

Capacity Building

2. Capacity building remains a requirement in several areas and during 2005 the NDO will continue to develop national capabilities using all available resources, especially in conjunction with the UNDP mine action capacity building project, the US DOS/DOD capacity development project centered on the Engineer Regiment and the NDO for the execution of the Lebanon Technical Survey and spin off capacity development opportunities through the UN Mine Action Coordination Centre located in South Lebanon. This will include building on training and development of the LAF Sampling Team and mechanical mine clearance technicians through Mines Advisory Group (MAG). Capacity development is pursued wherever an opportunity exists, with a focus also on development of policy, coordination and planning structures, methodologies and reporting and institution strengthening. Individual capacities will continue to be developed through formal and on-job training where possible.

Socio-Economic Development and Mine Action

3. The success achieved since 2001 in reducing the number of mine casualties has focused attention on socio-economic development, particularly in the former occupied territories of the south. Globally, the emphasis on the relationships between socio-economic development and mine action is increasing within Lebanon this is also the case. During 2005, NDO involvement with support to socio-economic development will continue to increase as projects such as the Litani water pipeline, the Hasbani Valley projects and the Trees Instead of Mines (OPRSG initiated) projects proceed. Results from the 2003-2004 Post clearance surveys will be followed up during 2005 in an effort to highlight the developmental work required in cleared areas.

Mine Action Strategy and Policy Development

4. The Lebanon Long Term Strategic Plan 2005-2009 for Mine Action and the Mine Action Policy of the NDO will be produced as a complementary part of the Lebanon Mine Action Strategic Review Project (LMASR). Resource mobilization will be a major focus of the NDO and will be articulated in a strategy that will be developed during 2005. The strategy shall be based on achievable goals and objectives that will enable the Lebanon Mine Action Program to move towards the End-state condition as envisaged in the ESS for Mine Action in Lebanon. The Director NDO will continue to provide mine action advice to LAF Command and MOD, and may undertake direct liaison with OGD, international mine action and other agencies as necessary and where mine action related issues are involved. (See Annex E)

The Lebanon Mine Action Strategic Review (LMASR) Project

5. The Minister of Defense and the UNDP Resident Representative on 26 December 2003 jointly issued an outline Project Charter requiring the Director, NDO to complete a strategic review of mine action in Lebanon. This review project has identified the need for a desired end-state* for mine action and the strategy, actions and resources required to achieve this end-state. The results of the LMASR have also determined future institutional policy and strategy development mechanisms, among other requirements, and is seeking to enhance the information available to donors to assist with decision making regarding longer term support.

*i.e. in general, when the entire problem is fully under control or “solved” and the residual essential elements of mine action such as EOD and mine action information will be managed over the extended term within the national military, administrative and governing systems.

6 In December 2004, the Minister of Defense signed off and distributed the Lebanon End-State Strategy for Mine Action (ESS). The NDO will base its Long Term Plan (LTP) 2005-2009 and consecutive yearly Integrated Work Plans (IWP) around the goals of the ESS. The NDO will also work on the Policy of the NDO and the Lebanon Resource Mobilization Strategy for Mine Action (LRMS) documents and will distribute them to the Lebanon mine action stakeholders.

Lebanese Government and NDO Lebanon Mine Action Representation - International

7. Representation at Ottawa Treaty fora will continue to be provided from the Ministry of Foreign Affairs, and the National Demining Office with the coordination of the Ministry of Defense. The Director NDO will attend the annual meeting of the UNMAS National Mine Action Directors and UN Advisors with the UNDP Chief Technical Advisor and the Program Manager UN MACC that will be held during April 2005 at the Geneva International Center for Humanitarian Demining (GICHD). The NDO will host the Mine Action Support Group members during their field visit to the Lebanon Mine Action Program in 2005. Officers of the NDO will continue to attend Senior and Middle Management courses as part of a UNDP initiated Capacity Building Program. The NDO will also welcome visits from other mine action programs under the UNDP Mine Action Exchange Program.

NDO Representation – National

8. The NDO will, during 2005, participate in national mine action events through MRE and MVA coordination, with a particular focus on donor interaction and communication. The Minister of Defense chaired International Support Group for Mine Action Lebanon (ISG) will hold its 8th meeting on February 23, 2005. The meeting will host the LMAP partners and will include representatives of donor countries at the ambassadorial level and representatives of national and international organizations involved in mine action. The NDO will also participate in the Beirut International Marathon with the logo, “Run for a Lebanon Free From the Impact of Landmines.”

International Standards

9. Updating of National Technical Standards and Guidelines (TSG) will continue in step with changes in the International Standards for Mine Action (IMAS), experience with local conditions and lessons learned. This will be completed with the support of the MACC-SL and

US training program that will focus this year on the execution of a Lebanon Technical Survey project with the LAF Engineer Regiment. The Information Management, MRE and MVA sections of the NDO will develop national standards that for their respective sections that are in-line with internationally adopted standards.

Resource Mobilization

10. During 2005 greater emphasis will be placed by the Director NDO on coordination of donor approaches within Lebanon, in conjunction with the UNDP and UNMACC and in response to the success of the mine action program in lowering mine/UXO casualty rates and an increasing emphasis by the Government of Lebanon on mine action support to socio-economic development. Bilateral donor support accounts for approximately 75 percent of the total humanitarian demining program with the remaining support and demining effort provided in-kind by Lebanon. The International Support group for Mine Action in Lebanon (ISG), as the cornerstone of support for the Lebanon mine action program, consists of more than 40 members including 28 countries and UN and national entities involved in mine action and development. Continued regular contact through the ISG with the donor and supporting communities, including coordination of donor support and socio-economic development and the passage of information, is vital to the Lebanon Mine Action Program. Responsibility for management of the ISG process lies with the Minister of Defense, supported by the Director NDO and a UNDP Secretariat that is part of the UNDP/NDO Technical Advisory Office located at the NDO. The ISG will meet this year on 23 February 2005. More than 20 national and international NGOs also support mine action in Lebanon. Other coordination mechanisms in addition to the ISG include full participation in the UNMAS Mine Action Portfolio (MAP) process, and direct liaison through specialized committees for mine risk education and mine victim assistance. Further resource mobilization efforts will be pursued during 2005 and the coming years through donor interactions at the national and international levels and will target the emigrant population of Lebanese living abroad. This interaction will be enabled through the establishment of a National Trust Fund for Mine Action in Lebanon. The Lebanon Resource Mobilization Strategy for Mine Action will outline the process for resource mobilization that is envisaged by the Lebanon Mine Action Authority (LMAA).

Regulatory Function

11. The NDO will continue to develop and implement the elements of the regulatory system for mine action in Lebanon. While not yet incorporated into the international mine action standards lexicon, the term regulatory function describes the primarily higher level activities required to ensure harmonization of mine action and other necessary standards with national laws and regulations, and to liaise with other government departments and internationally regarding these matters as may be required. Matters such as advocacy, other legal topics and input to policy development, are also affected. This includes quality management throughout the mine action program and the issuing of national level guidance and direction for quality assurance, quality control and accreditation and licensing. The NDO implements the regulatory function, but takes guidance and direction from the MOD/LAF and advice from UN and other specialist legal, technical and other institutional support to enable this. Matters related to treaties and other international agreements, standards and technical guidance may also be affected.

Information Management

12. During September 2004, an intervention in the NDO Information Management Section using the services of an expatriate technical advisor provided by the Government of Switzerland as an in-kind contribution to the UNDP Capacity Building Project has been vital, and

implementation of the LAF decision to employ, through the UNDP capacity building project, a civilian IT manager within the NDO IT Section has been in place since April 2004. Initially, focus was only on the Information Management System for Mine Action (IMSMA), the decision was made to take a broader perspective and use information management as a focus, with the necessary strong emphasis on IMSMA. The IMSMA database continues to be maintained at the NDO and receives all data for Lebanon. Information relating to the area south of the Litani River is directly managed by the UN MACC/MACC-SL. All information is then synchronized periodically through a standard procedure so that both databases contain all information. In 2005, more focus will be directed towards training the Engineer Regiment on the uses and applications of IMSMA for their use in the Technical Survey project.

National in-kind Support

13. In 2005 the Government of Lebanon will increase its support to the national mine action program, providing additional staff at the NDO as part of institution building and engineer troops for an increased demining capability. The Lebanese Army role of supporting national development (in addition to national defense and security) means that in 2005 the Army provides more than 400 personnel from within the NDO, Engineer Regiment and LAF headquarters which are devoted full time to mine action. The Engineer regiment demining capacity includes a regimental planning and management function, human resources management and required administrative, pay and accounting and support services such as logistics including transportation management, legal, specialist explosives ordnance disposal (EOD) services (integral to the Engineer Regiment), medical, technical and infrastructure support. The 2004 cost of this support was estimated to be approximately 4 million US dollars, 3 million USD for the Engineer Regiment, and 1 million USD for the NDO.

Technical Development

14. The NDO policy is to avoid technical development projects or field trials of experimental equipment since this work is principally and more effectively undertaken by centralized agencies such as the Geneva International Center for Humanitarian Demining, and can too often turn into a resource and time consuming venture without clear benefits to the Lebanon program. Consideration is made of suitability on a case by case basis considering risk and cost to benefit provided to the Lebanon mine action program and to the benefit of mine action in general. During 2005, trials may be undertaken in conjunction with the GICHD during the implementation of the National Technical Survey that will be conducted by the LAF with the support of the US Government. The trial will test the efficacy of a handheld SWEDEC developed EOD-IS survey tool with a direct wireless data feed to IMSMA. If proven the device will be extremely useful for the Technical Surveys, and other mine action programs.

Management Training and Development

15. During 2005, two NDO officers are slated to attend the IMSMA Partnership for Peace (PfP) training course that is jointly organized and funded by the Swiss Ministry of Defense and GICHD. Two candidates from the operations and planning sections will attend the RollOut IMSMA course that will be held in 2005 and will focus on the new version of IMSMA that will be launched by GICHD. Selected NDO candidate officers will attend the senior and middle management courses conducted by Cranfield and James Madison Universities as part of a UNDP Capacity Building for Mine Action initiative. See also paragraph 19.

Infrastructure Development

16. Under the US DOS/DOD assistance to humanitarian demining project the building in Nabatieh Province has been repaired to house a mine dog berthing facility and future mine action operations/coordination center. The current NDO quarters* constructed by the Lebanese Armed Forces has contributed to the efficiency of NDO operations.

* At the Shukri Ghanem Caserne (located in Fiyadieh on the Damascus Highway near the Ministry of National Defense)

Communications and Public Relations

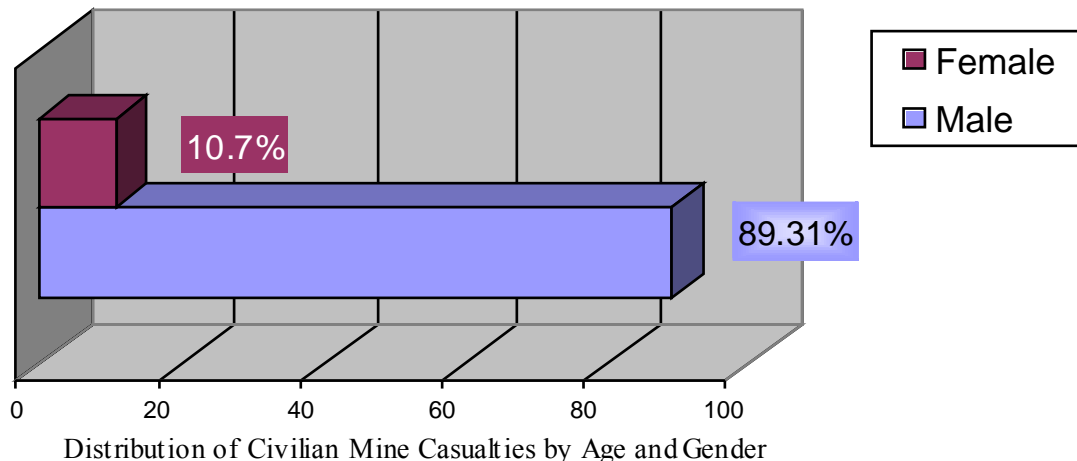
17. The primary communications/public relations/media approach will continue to use television interviews, press releases and participation by the media in mine action related events such as project launches and completions, receipt of donor support and MRE and mine victim related activities. Close coordination will be undertaken with the MACC-SL to ensure maximum benefit to mine action in Lebanon. Advantage will also be taken of the LAF and MOD public relations support systems provided through the LAF Directorate of Orientation. Development of both international and national communications to reach wider audiences will be pursued. A newly developed NDO website and newsletter will be completed during early 2005. The NDO will also continue to participate in community outreach.

Community Liaison

18. Community liaison will continue to be an integral feature of demining and mine risk education in 2005. Teams will continue to be deployed from both the NDO and MACC-SL to carry out this essential function. This approach is widely used by NGOs such as World Rehabilitation Fund and Norwegian People's Aid in addition to others in support of mine action related projects. A typical Community Liaison Team in the south includes representatives from the UN and LAF.

Gender Issues

19. The overwhelming number of males among civilian casualties emphasizes the importance of gender considerations in mine risk education and mine victim assistance. See Fig below. During 2005 and beyond, females will continue to be employed in full and fundamental roles in community liaison, mine risk education, mine victim assistance work and other work.



Training

20. During 2005, training will continue to take place at all levels of the NDO and Engineer Regiment. Training is an essential enabling element of mine action in Lebanon with both an operations imperative and capacity building dimension. However, once a particular capacity has been established, it becomes an operational training requirement that is managed by the user organization. An example of this is the mine detection dog (MDD) and demining training program for the Engineer Regiment that has been completed and which resulted in a stand alone, self managed MDD and demining capacity within the Engineer Regiment. In 2005, US training support to the Engineers Regiment will take the form of training on the execution of the Technical Survey project earmarked for Lebanon. The NDO will receive US support for its coordination functions in the project. Training of the newly appointed NDO officers and the LAF Sampling Team will continue to be provided by the MACC-SL.

Budget and Finance

21. These functions are handled within various activity areas and projects. The LAF provides and manages the in-kind support budget, but individual projects sponsored by various entities are managed within the project infrastructure. For example, budgetary and financial control for the UNDP capacity building project, implemented under the UNDP national execution mode, requires approval by national authorities for expenditure of funds, with UNDP also responsible for accountability to the donor. On the other hand, the UN MACC-MACC-SL in southern Lebanon is funded by the UAE the Voluntary Trust Fund (VTF) and UNIFIL (until end May 2005). NGOs provide services without national participation in budget and financial matters. The requirement for increased financial information is recognized; the LMAP planning system will help to meet this requirement.

IWP SECTION III : NATIONAL MINE ACTION COORDINATION

Introduction

1. Presentation of the 2005 national mine action work is based on the mine action pillars as described in the “Guide to Mine Action” published by the Geneva International Centre for Humanitarian Demining (GICHD) in July 2003 and also on key mine action program management functions.

Coordination General

2. In 2005, and as the designated national coordinating body for all mine action activities in Lebanon, the National Demining Office (NDO) continues to manage the national mine action programme including active coordination of all aspects of mine action and further development of coordination for associated activities such as resource mobilization and public relations. Much useful information is available that facilitates the operation of national mine action programs, and Lebanon has taken advantage of this situation. International inputs and dedicated input from national managers and staffs are included in this IWP. These are the essential elements for implementing mine action successfully during 2005.

2005 Operational Objectives

3. These 2005 objectives build on previous activities and are significantly influenced and according to available resources and opportunities. Adjustments are made as required throughout the year.

- a) Clear and verify all areas assigned by LAF HQ as priority tasks using the LAF Engineer Regiment demining teams, mine detection dogs, flail and Syrian Army engineer detachments;
- b) Conduct a National Technical Survey for Lebanon in an effort to further identify the mine problem and as a process of area reduction.
- c) Clearance of the areas assigned by the NDO to MAG
- d) Continuous quality assurance and control for all tasks cleared by commercial companies and NGOs according to national Technical Standards and Guidelines;
- e) Coordination and conduct of initial and refresher Mine Risk Education campaigns throughout Lebanon;
- f) Coordination of activities in support of assistance to mine victims;
- g) Advocate mine action at the levels possible within national policy and in accordance with IMAS and the NDO span of control;
- h) Increase the national capacity in all areas of mine action, including training and conduct/continue to apply regulatory measures.

- i) Build effective mechanisms for resource mobilization, donor interaction and communication.
- j) Provide policy advice and build strategy development mechanisms for the Lebanon Mine Action Program.

Demining

4. The UN standards for mine action define humanitarian demining as having five components as listed below. 2005 planned projects and activities are detailed at Appendix 1 of Annex B.

- a) Mine/UXO Survey.
 - 1) The final report for the Lebanon Landmine Impact Survey (LIS) conducted by Mines Advisory Group (MAG) and the Vietnam Veterans of America Foundation (VVAFA) during 2003 has been certified by the UN Certification Committee in September 2004. The LIS is an internationally recognized decision tool that highlights the impact of mines and UXO on the population and country and assists prioritization and planning of mine action activities; results have already, where possible, been factored in to planning for 2004 and 2005. The survey indicates that about 137 square kilometers of suspected and proven mine/UXO contaminated land remain in Lebanon, and that there is a significant socio-economic impact on the country (Five of six Provinces are impacted).
 - 2) Technical survey is carried out prior to each minefield task, to reduce the size of suspected areas. All mine clearance projects use technical survey to more precisely identify areas requiring clearance.
 - 3) Area Reduction is related to technical survey. An important opportunity for follow-up in 2005 concerns employment of a National Technical Survey project (outside of technical survey conducted in direct support of mine clearance projects) to achieve area reduction of the many suspected mined areas identified in the LIS. US, GICHD, and Swiss Government donor support for this project will be a key factor in enabling this high productivity effort.
- b) Mapping. The IMSMA system is used extensively to provide planning data for clearance task dossiers and other tools, particularly maps. The overall geographical information system(s) (GIS) used in Lebanon and the relationship to that used in the IMSMA system requires maintenance or conversion from system to system. This conversion process is integral to the IMSMA system.
- c) Marking. Most of the 2500 remaining minefields in Lebanon are not marked to the level of international standards due primarily to a lack of resources including funding. More than 100 mine/UXO contaminated fortifications remaining in the south and are marked with wire and minefield signs. Marking remains as a required task and will further be sought during the execution of the National Technical Survey Project.
- d) Mine Clearance. The system using individual task dossiers, each containing full data on one or more minefields that enable a mine clearance entity to start work will continue to be used by the operations staffs of the NDO and MACC-SL during 2005. The 2005 clearance project summary is found at Annex B.

- e) Post Clearance Activities. In 2005, the UNDP Socio-economic Rehabilitation for South Lebanon project located at Tyre will continue to seek funds for proposed socio-economic projects identified in the OES cleared areas. The project aims to develop demined land through turning idle assets into income generating assets that would encourage people to return to their areas and participate in the development process.

Mine Risk Education

5. Mine Risk Education (MRE) Section of the NDO will continue to coordinate and implement MRE activities with partners such as UNICEF, World Rehabilitation Fund (WRF), Norwegian People's Aid (NPA), local NGO's and mine clearance organizations. The NDO will implement a holistic MRE campaign designed to target all sectors of the population, including refresher activities in accordance with the associated level of risk. The impact of mine risk education and clearance work can be seen in the continuing reduction in civilian casualties. See Annex C for the 2005 MRE Work Plan

6. Results of the 2003 MRE evaluation conducted by UNICEF in South Lebanon and West Bekaa have been factored in to 2004 and 2005 activity plans. A MRE evaluation will be conducted in 2005 by NPA for the Provinces of Mount Lebanon and the North. A MRE campaign will be launched in 2005 by the NDO for the areas of Mount Lebanon that were not covered in the 2004 campaign, in addition to the North Province excluding the Batroun District. A MRE play will be launched in January 2005 with the support of UNICEF, WRF and NPA. A MRE teacher's trainer course will be conducted by the NDO for the teachers of the schools in Beirut, and an evaluation of the teacher's trainer courses that were conducted in other Lebanese areas during 2004 will also take place in 2005.

Mine Victim Assistance

7. The NDO will continue to be the focal point of Mine Victim Assistance activities in Lebanon during 2005. Mine victim assistance actors will continue to provide assistance to mine victims across Lebanon through continuous coordination with the National Mine Victim Assistance Committee (NMVAC) and the Ministry of Social Affairs. The 2005 MVA work plan is attached at Annex D.

Information Management

8. During 2005, the Information Management Section will continue its essential functional and enabling role by managing both the NDO office information system and by maintaining and operating the Information Management System for Mine Action (IMSMA) and by receiving, recording and maintaining the data base for Lebanon north of the Litani River. (The MACC-SL will continue to perform the same functions for areas south of the Litani River. Data will continue to be synchronized with the NDO periodically). The IMSMA data base will continue to develop during 2005 and provide the following services: storing and displaying field reports (clearance reports, dangerous areas, survey results and incident and accident reports) together with related supporting data (locations, contacts, provinces, towns, etc) and data management, sorting reports and producing maps to assist in prioritising and planning, customizing forms and reports to fulfil national mine action data requirements. The UN MACC/MACC-SL will continue to maintain a second IMSMA data base and all data will be exchanged pending eventual assumption of all data responsibilities by the NDO. A qualified civilian information management

officer and an international information management technical adviser will continue to support the NDO IM Section as part of the UNDP Capacity Building for Mine Action Project.

Quality Assurance

9. The NDO and MACC-SL conduct quality assurance of the entities that they supervise and quality control of cleared land as components of quality management. This function focuses on confirming that management practices and operational procedures for demining as proposed by the entities are appropriate and will achieve the stated requirement in a safe, effective and efficient manner that is consistent with national technical and safety guidelines. During 2005, the emphasis will be on institutionalizing these standards and processes within an NDO regulatory functional office and shall be applied in the National Technical Survey Project.

Quality Control

10. Quality control will continue to be carried out by the LAF sampling team and the quality assurance/control section of the MACC-SL. This function involves actual inspection of cleared land and will continue during 2005 on cleared areas and tasks. Mine detection dogs (MDD) are an important feature of quality control operations.



Advocacy

11. During 2005, and within its purview (under the direction of the Ministers of Foreign Affairs and Defense), and capabilities, the National Demining Office will continue to adopt international standards for mine action (IMAS) and to adhere within its span of control to the principles of mine action as described in the 2003 Guide to Mine Action. Incorporation of mine action plans into development plans will be pursued aggressively. Also during 2005, the NDO will work closely with the ministry of Social Affairs to support the inclusion of mine victim specific language into the proposed international convention on the rights of disabled persons.

Non-Government Organizations (NGO)

12. Both national and international NGOs make an important contribution to mine action in Lebanon. Mines Advisory Group (MAG), (UK based) will conduct clearance and survey operations in Mount Lebanon and International Mine Initiatives (IMI) (based in Greece) will carry out mine clearance in Nabatieh Province and Mine Risk Education in the Batroun Area.

International NGOs including Norwegian People's Aid (NPA) and the World Rehabilitation Fund (WRF), and several National NGOs supporting MRE and MVA will remain involved directly through the NDO committees for MRE and MVA coordinated by the respective NDO Sections.

Mine Action Support to Socio Economic Initiatives

13. The relative success of Humanitarian Mine Action (HMA) to end 2004 is demonstrated by the 80 percent reduction in casualties between 2001 and 2004. Attention has therefore begun to shift to the post clearance humanitarian factors and support to socio-economic development, with a focus on southern Lebanon. The NDO and UNDP will continue to work more closely and will hold regular meetings to coordinate activities and maintain momentum. The NDO will continue to facilitate projects such as the Litani water pipeline and Hasbani Valley and other projects.

LAF Engineer Regiment Operations

14. The Engineer Regiment demining component continues to be the backbone of the national mine clearance capability. During 2005 four 75-man demining teams will remain deployed throughout the Country carrying out manual humanitarian demining in Kfar-Falous, Nabatieh, West Bekaa and Mount Lebanon. 50 new deminers have completed EOD and manual clearance training under the US capacity building training program and will be deployed as sustaining resources. Three engineer detachments from the Syrian Army will also continue to support the Humanitarian Companies in 2005. In addition, employment of MDD and mechanical equipment will continue as will EOD and underwater EOD capability through the US/DOD program.

IWP SECTION IV: CORPORATE AND MINE ACTION SUPPORT FUNCTIONS

Technical Development

1. During 2005, a proposed survey equipment trial will be tested. Discussions are underway between the NDO, GICHD and the Swiss Ministry of Defense for the testing of the SWEDEC developed EOD-IS survey tool with a direct wireless data feed to IMSMA, during the execution of the 2005 National Technical Survey Project. This equipment, if proven, will contribute greatly to the data gathering process through the collecting and processing of data in a more efficient manner and at a reduced risk.

Administration and Logistics

2. The NDO Administration and Logistics (Admin and Log) Section will continue, during 2005, to provide services to NDO partners, including such services as customs clearance for equipment and personnel entering the country. In addition, human resources management, budget and finance, logistics and transport coordination are provided for LAF personnel on the NDO staff. The Section also maintains records of in-kind and other donations of mine clearance and other equipment, and maintains the security and infrastructure support. The NDO secretariat organizations manage files and office functions. During 2005, English language versions of administrative writing, information management and local support procedures will be produced to enable increased communication internationally and which will be harmonized with existing LAF policies and procedures that exist only in the Arabic Language. A full set of NDO Administrative Instructions is planned.

LAF Headquarters Support to NDO

3. In 2005 the NDO organization is structured to perform its functions while receiving significant general and specialized support from the LAF. This support includes higher level and direct human resources functions including assignment of manning levels and personnel and general administrative, logistic, medical and dental support for some 80 NDO military personnel. This amounts to full support for the enabling activities required so that the NDO can focus strongly on its mission of mine action coordination. Specialized support such as legal advice, public information, protocol, engineering and other professional capabilities needed to support the NDO coordination function is also provided. The LAF Headquarters also provides support functions associated with a National Mine Action Authority, supporting the Minister of Defense.

4. Nonetheless, considerable effort is needed by the Director and NDO staff to manage internally and to generate requests and provide feedback to the LAF support system. This work occupies significant effort on the part of the NDO Administrative and Logistics Section and the Director, but compared to the administrative and logistic requirements of a fully independent mine action organization, this reduced work load means a much more effective focus on mine action by the Director and staff.

UN Support

5. During 2005, UN support will continue to be provided directly through the UNDP Capacity Building Project ID 00013399 and the DPKO (UNMAS/UNOPS) project supporting the UN MACC to provide capacity building and operations support to the NDO. Direct liaison between the Government of Lebanon involved agencies, the NDO enables mine action support to the UNDP Socio-economic Development Project for the South.

Supporting Plans and Information

Note: See Annexes G and H for Program Control system and list of codes used in LMAP Master List of Projects (MLP). (Excerpts from the MLP are found in Annexes A, B, C, D and E).

- Annex A** Demining and Regulatory Functions Operations Plan 2005
- Annex B** Mine Risk Education 2005
- Annex C** Mine Victim Assistance 2005
- Annex D** Information Management 2005
- Annex E** Strategy and policy development 2005
- Annex F** NDO Planning Cycle
- Annex G** Excerpt - NDO Administrative Instructions (Program Management and Control)
- Annex H** Lebanon Mine Action Program (LMAP) Master List of Projects.
- Annex I** 2005 NDO Planning Calendar

This plan was produced by the National Demining Office Lebanon with the assistance of the UNDP Capacity Building Project 00013399b/2004-05.

ANNEXA to 2005 Integrated Work Plan

DEMINING AND REGULATORY FUNCTIONS OPERATIONS PLAN

Attached:

Appendix 1 Operations Projects 2005 Listed by NDO Program Control Project Number

Introduction and Background

1. The original NDO organization approved in 1998 focused on operations, mine risk education and mine victim assistance. Operations included what has since 2001 been defined as “demining” with five separate activities (survey, mapping, clearance, marking and community liaison), plus other activities such as coordination of support from US and other sources. In 2001, as international mine action support, especially demining, began to arrive in Lebanon regulatory activities such as standards, accreditation and licensing of mine clearance organizations became necessary. Assisted by the UN MACC/MACC-SL, the NDO capacity to conduct these regulatory activities was developed significantly, and became a routine task as the number of international organizations working in Lebanon increased. In 2005, the NDO will continue to pursue capacity building initiatives in its policy, long and short term strategy formulation and reporting mechanisms through the assistance of the UNDP Capacity Building for Mine Action Project based at the NDO.

2005 Goal - Operations Section

2. The goal of the Operations Section is to plan, organize, implement, coordinate, control and report on the major NDO activities of demining and regulatory functions in line with the overall goals and objectives of the Lebanon End-state Strategy for Mine Action.

2005 Major Objectives

3. The Operations Section major objectives for 2005 are:

a. Completion and supervision of demining operations in selected areas of the 28 highly-impacted communities in the Bekaa Valley and North Lebanon, South Lebanon and Nabatieh Provinces and 164 medium-impacted communities in the Bekaa Valley and North Lebanon, South Lebanon, Mount Lebanon and Nabatieh Provinces according to the priorities established using the Lebanon Landmine Impact Survey information, need and available resources;

b. Undertake management of regulatory functions including national standards, accreditation and licensing

c. Plan for future demining and other tasks as may be required;

d. Provide support to NDO general operations as required.

e. Coordinate the operations of the LAF executed Lebanon National Technical Survey

Linkage to 2004 Activities

4. To provide a linkage to past activities the achieved 2004 demining operations objectives are listed below.

- a. Supervised and coordinated, as the LAF partner in the MACC-SL, survey, area reduction and clearance of mined/dangerous areas in the OES project south of the Litani River;
 - b. Supervised and coordinated clearance of areas assigned by LAF headquarters as priority tasks to the LAF Engineer Regiment supported by mine detection dogs (MDD), flail and the supporting Syrian Army engineers;
 - c. Conducted revisions on the Lebanese Technical Safety Guidelines (TSG) in collaboration with the MACC-SL
 - d. Conducted quality assurance for tasks cleared by commercial companies and NGOs according to the Lebanese Technical Safety Guidelines (TSG);
 - e. Supervised and coordinated clearance of the areas assigned by the NDO to NGOs (IMI and MAG).
5. Regulatory work included accreditation of the NGO IMI and development of and updating of national Technical and Safety Guidelines with the assistance of the MACC-SL.
6. Conducted preparatory planning for the Lebanese Technical Survey Project that will commence in 2005

Program Control and Operations Management Approach

6. Operations Section will use the basic approach of organizing work into projects and ongoing operations as described at Annex G to this IWP. Projects are numbered for ease of identification and reporting according to an NDO IWP numbering scheme controlled through the Information Management Section.

Ongoing Operations

7. By definition, operations are ongoing and conducted to assure the mission of the NDO is completed. The following are ongoing operations tasks:
- a. Prepare plans for future projects and operations;
 - b. Prepare necessary demining task dossiers;
 - c. Conduct quality assurance and control as required for each clearance project including support to the LAF component of the MACC-SL;
 - d. Planning for the Technical Survey Project that will include training and implementation phases
 - d. Continue to develop regulatory function as necessary;
 - e. Effective 01 October 2005, initiate 2006 IWP planning process directives;
 - f. Continue the process of using standard project management terminology incorporating international standards for mine action;

g. Carry out activities in support of completion of the LMASR;

h. Increase the level of use of IMSMA data through increased contact with IM-IMSMA staff.

Operations Projects - 2005

8. Appendix 1 attached to this Annex A contains a list of demining and regulatory projects. This Appendix is an excerpt from the Lebanon Mine Action Program (LMAP) Master Project List found at Annex H. These projects are numbered according to the NDO program control numbering application which is maintained on the NDO server. The NDO project numbering system is described at Annex G, which is an excerpt from the NDO Policy and Procedures Manual.

ANNEXB to 2005 Integrated Work Plan

MINE RISK EDUCATION

Attached: Appendix 1 Mine Risk Education Projects 2005 as listed by NDO Program Control Project Number

Introduction and Background

1. The aim of the mine risk education is to raise the mine awareness level of all Lebanese citizens, in order to minimize the number of mine accidents and incidents per year. A nation wide mine risk education campaign aims at minimizing the number of victims through the dissemination of the necessary information, and the promotion of safety messages to identified target groups.

2005 Goal - Mine Risk Education Section

2. The goal of the Mine Awareness Section is to plan, organize, implement, coordinate, control and report on the major NDO activities of mine risk education.

2005 Major Objectives

3. The Mine Awareness Section major objectives for 2005 are:
- a. Promote the knowledge among citizens to provoke a behavioral change and limit the risk of injuries through the dissemination of effective prevention measures.
 - b. Building capacities of local communities and enhance their role to ensure the success and sustainability of awareness programs.
 - c. Consolidate cooperation among all those concerned with the landmine problem in Lebanon to be implemented by the National Mine Awareness Steering Committee.

Linkage to 2004 Activities

4. To provide a linkage to past activities the achieved 2004 Mine Awareness objectives are listed below.
- a. Teachers Trainer's Courses for 625 school teachers across Lebanon.
 - b. Awareness campaigns held in the Province of Mount Lebanon and the District of Al Batroun
 - d. Producing of facilitator Guide book
 - e. Producing of the yellow book (Landmine Problem in Lebanon)
 - f. Producing of a song and video clip for children containing awareness messages.
 - g. Producing of a MRE manual for Lebanon explaining the methodology and technical steps adopted for MRE in Lebanon
 - i. Conducting refresher campaigns for 75 villages in the Province of the North and Mount Lebanon

Program Control and Mine Awareness Approach

6. Mine Risk Education Section will use the basic approach of organizing work into projects and ongoing activities as described at Annex G to this IWP. Projects are numbered for ease of identification and reporting according to an NDO IWP numbering scheme controlled through the Information Management Section.

Ongoing Activities

7. The following are ongoing activities tasks:

a. Conducting of MRE refresher campaign for 75 villages in the Province of the North and Mount Lebanon

Date: December 2004 – February 2005

b. Conduct an evaluation for the Teachers Trainer's course held during 2004 across Lebanon

Date: November 2004 – July 2005

Mine Risk Education Projects -2005

8. Appendix 1 attached to this Annex B contains a list of Mine Risk Education projects. This Appendix is an excerpt from the Lebanon Mine Action Program (LMAP) Master Project List found at Annex H. These projects are numbered according to the NDO program control numbering application which is maintained on the NDO server. The NDO project numbering system is described at Annex G, which is an excerpt from the NDO Policy and Procedures Manual published in 2004.

ANNEX C to 2005 Integrated Work Plan

MINE VICTIM ASSISTANCE

Attached: Appendix 1 Mine Victim Assistance Projects 2005 as listed by NDO Program Control Project Number

Introduction and Background

1. After declaring and assuring that a big number of victims exist across Lebanon, the National Mine Victim Assistance Committee was established in 2001. We will continue working in all areas to ensure that the entire victim's needs are provided in all aspects, so they can depend on themselves and be more independent to continue their life normally. One of the main goals is to provide to the victims their full legal rights.

2005 Goal – Mine Victim Assistance Section

2. The goal of the Mine Victim Assistance Section is to assist mine/UXO victims in all aspects (medical, social, psychological, and economical) and support activities to provide to them their full legal rights. The MVA goals are in line with the overall goals and objectives of the Lebanon End-state Strategy for Mine Action

2005 Major Objectives

3. The Mine Victim Assistance Section major objectives for 2005 are:
- a. Assist victims in achieving medical, social psychological and economical programs;
 - b. Income generating programs will continue;
 - c. Provide facilitated loans to the victims, and building up NGO'S and Victims capacities, through academic, training, work shop, and conferences.
 - d. Assist victims to participate in international and national events and activities

Linkage to 2004 Activities

4. In 2004 the NMVAC began working on the Mine Victims Survey in Mount Lebanon and is currently ongoing. The survey will also be carried out in other areas of Lebanon at a later stage.

The following MVA projects were completed in 2004:

- a. Participation in the Beirut International Marathon.
- b. Micro-credit income generating workshop for mine victims
- c. Representation of mine victims in Leadership and Advocacy training program held in Geneva
- d. Representation of mine victims in the Landmine Victims of the Arab World conference held in Cairo

- e. Full review of the Lebanon mine victims database

Ongoing Mine Victim Assistance

5. By definition, Mine Victim Assistance is ongoing and conducted to assure that the goals are achieved. The following are ongoing assistance tasks:

- a. Medical Assistance: Provide prosthetics to the victims who had lost Limbs.
- b. Psychological Assistance: Lectures and sessions to be held that help victims to adjust to their situation in their normal life.
- c. Academic training will be provided to the victims or their families to support them in order to give more knowledge related to self-help activities.
- d. Organize workshops and conferences to the national NGO members to give them the ability to improve their capabilities that allow them to enhance their performance.
- e. Provide facilitated loans to the victims related to self help activities.
- f. Income generating programs will go on: they will enhance the social status of the victims.

Mine Victim Assistance Projects - 2005

6. Appendix 1 attached to this Annex C contains a list of Mine Victim Assistance projects. This Appendix is an excerpt from the Lebanon Mine Action Program (LMAP) Master Project List found at Annex H. These projects are numbered according to the NDO program control numbering application which is maintained on the NDO server. The NDO project numbering system is described at Annex G, which is an excerpt from the NDO Policy and Procedures Manual published in 2004.

ANNEX D to 2005 Integrated Work Plan

INFORMATION MANAGEMENT PLAN

Attached: Appendix 1 Information Management Projects 2005 as listed by NDO Program Control Project Number

Introduction and Background

1. The Information Management (IM) section was founded in 1998 with the creation of the NDO. In 1999 a local database was used to store some of the mine action data. In December 2001 Information Management System for Mine Action [IMSMA] v2.2 was adopted. In July 2003 an upgrade to IMSMA 3.0 was undertaken and a further upgrade from v3.173 to v3.190 was installed in December 2004. A parallel system exists in the UN Mine Action Coordination Centre for southern Lebanon, and read only versions are installed at the LAF Engineers Regiment, UNIFIL Demining Coordination Cell (DCC) and the UNDP Capacity Building for South Lebanon Project located at Tyre.

2005 Goal – Information Section

2. The IM Section goal is to provide professional IM and Information Technology (IT) support to the Lebanon Mine Action Program at the NDO. This section also provides all MA related info to the other sections of the NDO and to third party entities. The goals of the IM section are in-line with the overall goals and objectives of the Lebanon End-state Strategy for Mine Action.

Tasks of IM Section

3. Support and manage IT infrastructure at NDO, both hardware and software elements including also the proper implementation and management of IMSMA, through the management of:

a. NDO LAN through the updating and upgrading of the NDO network, and adoption of appropriate security measures

b. IMSMA through the expertise of NDO Information Management Officer and staff, and UNDP Information Management Technical Advisor and UNDP Information Management Officer

c. Mine Action data (Impact Survey [IS], Technical Survey [TS], Mine Risk Education (MRE), Mine Victim Assistance, Clearance, Tasks

d. Map production for the use in mine clearance operations and briefings of the NDO

4. Also developing and maintaining:

a. Policies, instructions and SOPs of the information section of the NDO.

5. And providing continuous capacity building in terms of:

a. Training over the use of GIS and making full use of its analytical capabilities and geographic query potentials.

b. Increased used of GIS in relation to mine action and data management.

- c. Assistance in unifying geographic base map data from different sources into a single unified coherent system.
- d. Advanced Training in collaboration with GICHD and UNDP.

2005 Major Objectives

- 6. Providing support to the Technical Survey project
- 7. Production of IM section Policy and SOPs
- 8. Importing of Mine Victim database data into IMSMA
- 9. Conduct refresher training on IMSMA applications to IM staff
- 10. Related to Engineer Regiment (ER): IM section will Provide IT services through:
 - a. Training and technical support for ER
 - b. Delivering IMSMA v 3.190 to ER as read-only.
 - c. Updating the ER database after every NDO synchronization with the MACC-SL.
- 11. Related to MACC-SL:
 - a. Performing database synchronization with the MACC_SL.
 - b. Coordinating IMSMA 3.0 customizations

Linkage to 2004 Activities

- 12. Training for the data section staff on the use of IMSMA by an international technical advisor and national information management officer contracted by UNDP.
- 13. Coordinating with GICHD regional coordinator for the GICHD Director visit to the NDO.
- 14. Continuous coordinating with GICHD regional coordinator to be up to date regarding IMSMA upgrades.

Management Approach

- 15. Apply LAF IM policies and instructions. Fulfill all NDO needs in IM support.

Ongoing Activities

- 16. The following are the ongoing activities of the Information Management section:
 - a. Continuing entry of all data related to mine action.
 - b. Continuing entry of all data related to Past and current MRE.
 - c. Preparing and issuing Task Dossiers for the units of the Engineering Regiment, for the MDD unit, for the Flail unit and for the commercial companies that contribute to the Mine Action in the area of the LAF.
 - d. Supervising and Managing the Local Area Network (LAN) at the NDO.
 - e. Printing maps and issuing reports on demand.

- f. Analyzing existing data and issuing charts and tables.
- g. Updating the IMSMA general data.
- h. Fixing all the hardware and software problems.

Information Management Projects - 2005

17. The following project is listed on the Lebanon Mine Action Program (LMAP) Master Project List found at Annex H. These projects are numbered according to the NDO program control numbering application which is maintained on the NDO server. The NDO project numbering system is described at Annex G, which is an excerpt from the NDO Policy and Procedures Manual published in 2004.

- a. IWP 42-2004 TRG – IMT – 010504 – 311204 – In Progress

Project Title: IM Training - Software applications including IMSMA Field Module customization.

ANNEXE to 2005 Integrated Work Plan

STRATEGY AND POLICY DEVELOPMENT 2005

Attached:

Appendix 1 Strategy and Policy Development Projects 2005 Listed by NDO Program Control Project Number

Introduction and Background

1. The NDO, as the authorized coordinator of mine action in Lebanon, is responsible for mine action planning and strategy formulation. The Director NDO provides advice to the Lebanon Mine Action Authority (LMAA), represented by the Minister of Defense (MoD) and the Commander of the Lebanese Army Forces, on matters related to national mine action policy development. In 2001, the NDO produced the Long Term Strategic Plan 2001-2006 based on the available information about the scope of the mine problem in Lebanon at the time. Several developments have occurred since 2001; namely, the execution of the UN certified Landmine Impact Survey (LIS) conducted by MAG, the execution of a major clearance project, Operation Emirates Solidarity (OES), the increase in indigenous mine action capacity of the Lebanon Mine Action Program (LMAP), and the execution of a MoD/UNDP Lebanon Mine Action Strategic Review (LMASR) project, which identified the need for Lebanon to determine its end-state condition for mine action and the need for the LMAP to further develop its strategic planning and policy development mechanisms. Development of the stated mechanisms will be reflected in 2005, through the production of plans and measures based on the current advancements of the LMAP.

2005 Goal – Strategy and Policy Development

2. The goal of strategy and policy development in the Lebanon Mine Action Program is to develop planning and policy mechanisms for the LMAP that would achieve the goals and objectives of the end state condition for mine action, and maintain the adoption of sound management, planning, regulatory and reporting mechanisms.

2005 Major Objectives

3. The Strategy and Policy Development major objectives for 2005 are:
- a. Produce long and short term strategic plans in-line with the goals and objectives of the ESS
 - b. Produce reporting systems for the activities and functions of mine action in Lebanon
 - c. Provide advice and support to the Lebanon Mine Action
 - d. Produce the Mine Action Policy of the NDO document
 - f. Produce a resource mobilization strategy for the Lebanon Mine Action Program

Linkage to 2004 Activities

4. To provide a linkage to past activities, the achieved 2004 strategy and policy development are listed below.

- a. Produced the 2003 Annual Report for mine action in Lebanon
- b. Produced the 2004 Integrated Work Plan for Mine Action in Lebanon
- c. Produced the End-State Strategy for Mine Action in Lebanon

Program Control and Operations Management Approach

6. Operations Section will use the basic approach of organizing work into projects and ongoing operations as described at Annex G to this IWP. Projects are numbered for ease of identification and reporting according to an NDO IWP numbering scheme controlled through the Information Management Section.

Ongoing Operations

7. By definition, operations are ongoing and conducted to assure the mission of the NDO is completed. The following are ongoing operations tasks:

- a. Prepare the Long Term Strategic Plan (LTP) 2005-2009 for mine action in Lebanon
- b. Prepare the 2004 Annual Report for mine action in Lebanon
- c. Prepare the sectoral standards and guidelines for the sections of the NDO
- d. Prepare the NDO Policy and Procedures Manual
- e. Planning the structure of the Lebanon National Trust Fund for Mine Action

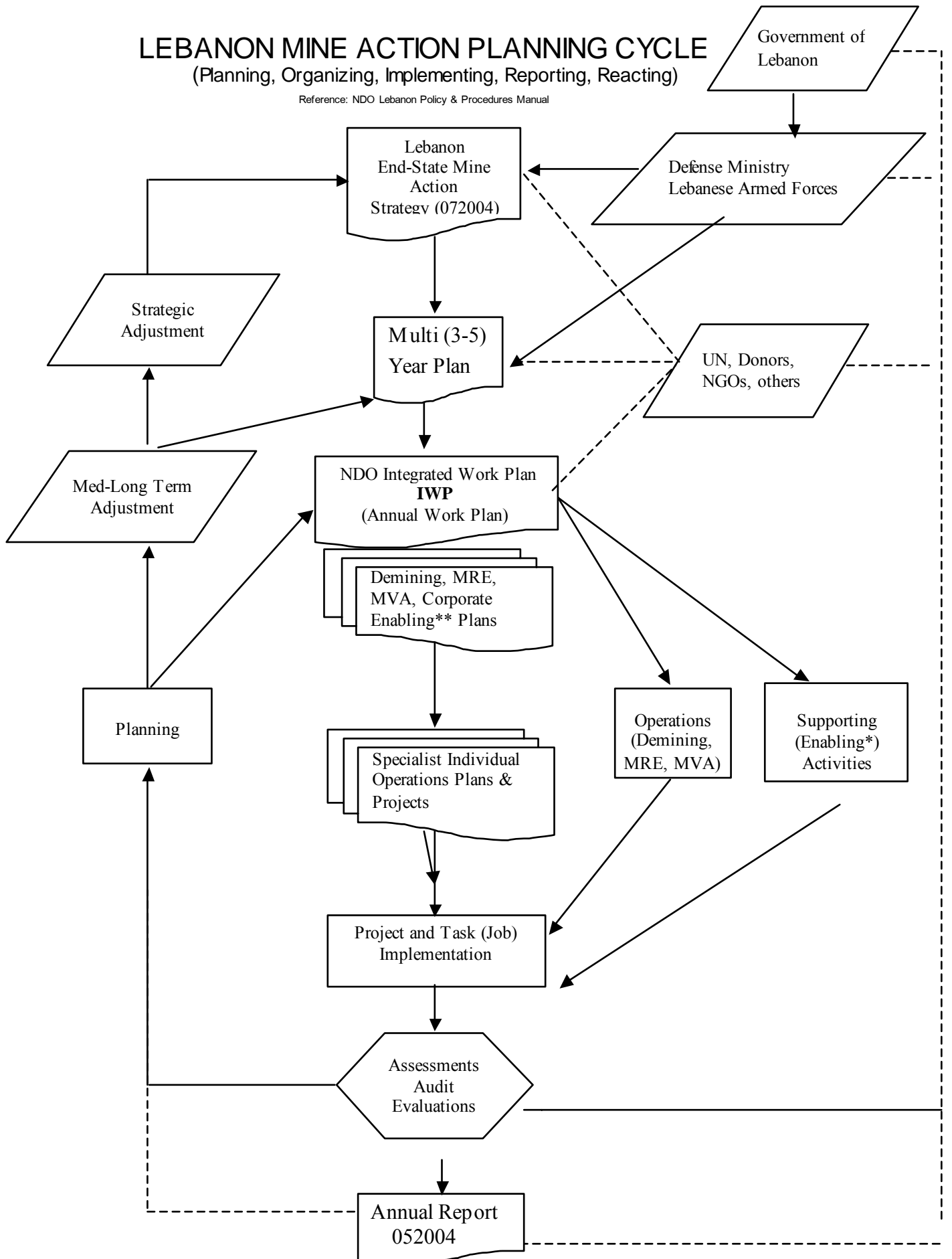
Operations Projects - 2005

8. **Appendix 1** attached to this Annex X contains a list of strategy and policy development projects. This Appendix is an excerpt from the Lebanon Mine Action Program (LMAP) Master Project List found at Annex H. These projects are numbered according to the NDO program control numbering application which is maintained on the NDO server. The NDO project numbering system is described at Annex G, which is an excerpt from the NDO Policy and Procedures Manual.

LEBANON MINE ACTION PLANNING CYCLE

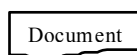
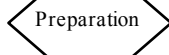
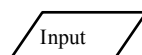
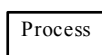
(Planning, Organizing, Implementing, Reporting, Reacting)

Reference: NDO Lebanon Policy & Procedures Manual



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

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



Action
 Information

ANNEX G to 2005 Integrated Work Plan

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**”.*

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, GO L, 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.

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

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 contains extensive references to mine action topics

ANNEX H to 2005 Integrated Work Plan

Lebanon Mine Action Program (LMAP) Master List of IWP Projects 2005

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.

LMAP 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** such as planning, coordination, control, support 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 appear on the **LMAP Master List of IWP Projects**. The NDO project numbering system for this list is described at Annex G to this IWP and is controlled through the NDO Information Management Section.

5. **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 | MCL |
| 2) Mine Clearance - Mechanical | MCM |
| 3) Mine Clearance - Dogs | MDD |
| 4) Impact or Technical Survey | TIS |
| 5) Area Reduction | ARR |
| 6) Marking | MRK |
| 7) MRE Campaign | CAM |
| 8) MRE Refresher | REF |
| 9) MRE Miscellaneous | RMS |
| 10) MVA Coordination | CRD |
| 11) MVA Other | VMS |
| 12) Technical Development | TDL |
| 13) Regulatory Function | REG |
| 14) Information Management | IMT |
| 15) Technical Development | TDL |
| 16) Capacity Development | CAP |
| 17) Omnibus (many different elements) | OMM |
| 18) Other | OTH |
| 19) Strategic Planning | STP |
| 20) Policy Formulation | PFM |

c. Project Implementer. Organization actually managing the project;

d. Two dates appear on the list:

Date 1: **Project estimated start date**

Date 2: **Project estimated end date**

e. Project Title: Descriptive name for project

6. The LMAP Master List of Projects 2005 is attached.



NATIONAL DEMINING OFFICE LEBANON

2005 Planning Calendar

	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN
JANUARY						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31													
FEBRUARY		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28																				
MARCH		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31																	
APRIL					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30															
MAY						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31													
JUNE			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30																	
JULY					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31														
AUGUST	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31																		
SEPTEMBER				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30																
OCTOBER					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31														
NOVEMBER		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30																		
DECEMBER				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31															

OFFICIAL HOLIDAYS

New Year	1 Jan
Oriental Christmas	6 Jan
Al-Adha	20-21-22 Jan
St. Maroun	9 Feb
New Year 1426 Hegri	10 Feb
Ashoura	19 Feb
Good Friday	25 Mar

Easter	27-28 Mar
Prophet's Birthday	21 Apr
Good Friday	29 Apr
Labor day	1 May
Easter	1-2 May
Martyr's Day	6 May
South Lebanon Liberation	25 May

Assumption	15 Aug
All Saint's Day	1 Nov
Al-Fitr	3 - 4 - 5 Nov
Lebanon Independence	22 Nov
Christmas	25 Dec

ARMY OFFICIAL HOLIDAYS

Lebanese Army Day	2 Aug
Lebanon Independence	23 Nov
Sundays	Showned in blue
LAF working week Mon-Sat	08:00 – 14:00