Annex I

DESCRIPTION OF ACTION

Technical advice for the consolidation of CNIDAH capacities

UNDAF- United Nations Assistance Development Framework

Brief Description

This duration of this project, conducted in partnership between the United Nations Development Programme (UNDP) and CNIDAH, is 18 months. The overall objective of the project is the strengthening of the capacity of the Angolan government to assure the security and access of the population to mine-infested areas.

The specific objective is to train CNIDAH to perform its role as spelt out in the 2006-2011 Strategic Mine Action Plan, through technical assistance and training. Thus, the project target groups are CNIDAH managers and employees. The end beneficiaries are the populations affected by the existence of mines laid in their areas of residence and economic and social activity.

The major output of this project is that CNIDAH and its employees are trained to effectively and efficiently perform their role as per the 2006-2011 Strategic Mine Action Plan.

In order to achieve this output, technical assistance and training activities will be carried out at the national and provincial levels in the fields of management, planning, quality control and mines data management.
Part I. Situation Analysis

I. Action Justification

1. Streamlining of the action with the programme objectives and identification of needs that arise, as well as obstacles encountered.

The project is linked to the United Nations Development Assistance Framework (UNDAF) and the UNDP Country Programme Document, with the EC strategy, as well as the Mine Action Programme and will complement other components of this programme. The programme is aimed at contributing to the success of the ongoing peace process and the improvement of the general humanitarian situation through the provision of support to the return, resettlement and reintegration process.

In order to achieve these programme objectives, this project aims at completing the capacity building of CNIDAH as a demining governing organ in Angola, in view of the commitments undertaken by GoA within the framework of the Ottawa Convention, as well as the duties entrusted to CNIDAH under the Mine Action Strategic Plan 2006-2011, through Technical and Training Assistance in favour of the most important areas of action.

From the 1960s, Angola underwent successive armed conflicts within its territories, with various factions that made use of a wide range of weapons. As a result of this, landmines and UXOs affected 18 Provinces of Angola, although with varied intensity, thus seriously undermining reconstruction and development efforts and hindering socio-economic recovery. Landmines and UXOs endanger a large number of Angolans, particularly in former conflict zones, which are now locations of high rates of landmine and UXOs infestation. It is estimated that 40% of communities, of which millions are refugees still returning, are in mine-endangered condition.

There are various stakeholders involved in the resolution of the mine and UXOs infestation. The most important are the government of Angola, through the FAA (Angolan Armed Forces), INAD (National Demining Institute) and GRN (National Reconstruction Bureau, under the coordination of the Executive Demining Commission – CED, as demining operators, as well as CNIDAH, as the governing organ, for planning, coordination and quality control, including the supervision and coordination of victim assistance and mine risk education. Furthermore, there are various non-profit demining organizations also working in this field – NGOs, as well as several commercial demining firms. The role of CNIDAH is to coordinate and control the quality of the work of these actors to enable it, at the end, to officially declare given areas as being cleared of mines and may be handed over for the use of the population.

In view of the above, it is of prime importance for the capacity of CNIDAH to be built to enable it to efficiently perform its role.

2. Description of target group (s) and end beneficiaries, including an estimate of numbers.
The project target groups are first and foremost the employees of the different departments of CNIDAH, who are 28 in number; particularly the internal management, planning, quality control and data processing departments. Furthermore, the project aims at training the employees of the 18 Provincial Operation Rooms, a total of 36 people.

The indirect beneficiaries are primarily the population in demined areas, who, on receiving the security clearance to use those areas, can carry out their social and economic activities there. It is difficult to make an estimate of their numbers, but they are thousands of people.

3. Justification of the selection of target group (s) and end beneficiaries and identification of needs and challenges. Contribution of the action to the meeting of the needs of the target group and end beneficiaries.

The main justification for the selection of CNIDAH employees as beneficiaries is that most of them belong to departments that are key to the fulfilment of the duties of the supported entity, as well as the fact that the work involves management and very complex techniques and requires the transfer of knowledge in a manner that is appropriate to the specificities of CNIDAH (vide below on methodology), through technical and training assistance, following up the work on a daily basis.

It is expected that at the end of the project (end of 2008), the CNIDAH employees that received this technical and training assistance are able to continue their work with enhanced quality, without the need for external aid.

II. Objectives

The overall objective of the project is the strengthening of the capacity of the government of Angola to assure the security and access of the population to mine-infested areas, and to facilitate the electoral process.

The specific objective is to build the capacity of CNIDAH to enable it to perform its duties as enshrined in the Mine Action Strategic Plan 2006-2011, through technical and training assistance with the following outputs, to be achieved by the end of 2008:

a) CNIDAH officials manage an agile and competent organization, with clear and shared duties and with adequate internal planning, administration, and human and financial resources management practices.

b) CNIDAH is trained to prepare, each year, a National Demining Workplan, according to the required standard and specificity.

c) The work of CNIDAH in the area of Quality Assurance is carried out according to international standards.

d) The Provincial Operation Rooms are trained to enable them to perform their duties to the Provincial Governments and CNIDAH.

e) CNIDAH is trained to collect, process, produce, analyze and disseminate reliable data on mined and demined areas, as well as on mine accidents and incidents and the
respective victims and their medical treatment and social reintegration, as well as to disseminate information obtained to partners.

1. Expected Outputs

1.1 Estimated impact on target group/beneficiaries

The project aims at strengthening the capacity of the Angolan government to assure the security and access of the population to mine-infested areas. Thus, it is expected that CNIDAH, at the end of the process, becomes an organization with functional, technical and institutional capacities capable of contributing to the achievement of the objectives set out in the National Mine Action Strategic Plan for 2006-2011. Thus, at the end of the project, it is expect that it contributes to:

a) the reduction of mine danger in communities considered as being of high priority by 2011, facilitating access and the movement of people and goods and, finally, the civic participation of the citizens and engagement in economic and productive activities;

b) reduction of risk of low and medium priority communities by 2011, facilitating access and the movement of people and goods and, finally, the civic participation of citizens and engagement in economic and productive activities;

c) national capacity being fully established and developed for the implementation of mine action in Angola;

d) an advanced mine action programme, comparable to the best mine action programmes worldwide, being established.

e) the Angolan State fulfilling the commitment of the country as a party State to the Ottawa Convention, recognizing the dimension of the problem of mine infestation in the country;

f) accurate reporting of the status of mine action in Angola through progress reports

1.2 Concrete outputs

The project intends to contribute to the achievement of the following outputs:

a) CNIDAH is transformed into an agile and competent organization, with clear and shared duties and with adequate internal administration and human and financial resources management practices;

b) CNIDAH is trained to prepare, each year, a National Mine Action Workplan according to required standards and specificity, in compliance with international standards;
c) Quality Monitoring is done in accordance with international standards;

d) The different officials that coordinate the mine action sector at the provincial level are trained to perform their duties to the Provincial governments and CNIDAH;

e) CNIDAH is trained to collect, process, produce, analyze and disseminate reliable data on mined and demined areas, as well as on mine incidents and victims and their medical treatment and social reintegration, as well as to disseminate information obtained to partners.

1.3 Multiplier Effects

The project in reference plans to strengthen the capacity of CNIDAH. Consequently, it is expected that CNIDAH and its employees are trained to effectively and efficiently perform their duties as set out in the Mine Action Strategic Plan 2006-2011. The capacity-building process is conducted, to a large extent, through the training and transfer of the knowledge of national and international Project staff to CNIDAH employees. However, in order to ensure a multiplier effect of the process of transfer of know-how, it is essential that CNIDAH employees that benefit from this process are capable of transferring their knowledge to other staff working in the area of mine action at the Provincial level, as well as to mine action operators. To this effect, at all phases of the planning, implementation, control and monitoring and intervention outputs evaluation process it is important to endeavour to share and disseminate the acquired new technologies to the partners.

1.4 Sustainability

The project is, in its essence, a temporary structure of support to CNIDAH aimed at concluding the capacity building of the organization, as the mine action coordinating organ. Thus, the project aims at strengthening the institutional capacity building commenced under the framework of previous support provided to CNIDAH by UNDP with funding from the EC and the TAU/ACP.

As mentioned above, all methodology is targeted at ensuring that after the conclusion of the project at the end of 2008, CNIDAH is able to provide technical and financial assistance for the EC. The effect of this is that CNIDAH will have trained officials to perform their duties under the framework of the Mine Action Strategic Plan for 2006-2011 and its legal mandate. In the same vein, the eventual costs of consultancies and general running of the organization will be taken on by the National Budget, thus assuring the quality of the implementation of demining policy in Angola. This implies that CNIDAH will be fully trained to successfully establish and implement an advanced mine action programme, comparable to the best mine action programmes worldwide, which implies the most modern techniques and recommendations made by UNMAS.

1.5 Logical Framework (Annex I)

2. Action Budget (Annex II)
3. Planned Sources of Funding

The project is funded by the EC/TAU-ACP and by UNDP.

It is also expected that CNIDAH contributes in kind and financially to the project implementation. The offices will be provided by CNIDAH.

III. Description of Activities

Project activities are structured according to the five outputs.

a) Organization of CNIDAH:

The technical assistance involving the CTA and other Technical Assistants (TAs) assisted CNIDAH to learn and develop the following organizational and operational capacities at CNIDAH:

**Internal Organization:**
1. Definition of the structure of the supported entity through organizational schemes that clarify the functions in CNIDAH (at the central and provincial level) and clarify their duties and activities.
2. Organization of biennial seminars for CNIDAH staff at the central and Provincial levels, to be managed by CNIDAH heads of departments. The objective of these seminars is to review activities and procedures, list problems, identify solutions and seek innovations and enhancements.
3. Develop a practice of regular working meetings, organized by CNIDAH staff. These meeting of departments, inter-departments and with the management, are aimed at exchanging ideas on activities, developments, difficulties and other information. These meetings are structured and have a follow up mechanism.
4. Development of a practice of regular visits to the Provincial Operation Rooms (OPs) to evaluate their performance and the work with partners, as part of an external monitoring process.
5. Development of internal planning, technical, operational and financial planning activities.
6. Restructuring of administrative management mechanisms:
   - central daily administration: secretariat, central archive (electronic and letter), library;
   - logistics: procurement and maintenance of equipment and vehicles (Luanda and Provinces);
   - finance: financial planning, accounting;
   - human resources: terms of reference, recruitment, evaluation, training

**External organization:**
1. Coordination mechanisms, through regular meetings with other relevant national Mine Action entities: ministries, CED, international and national NGOs, donors, UN Agencies.
3. Development of provincial coordination and communication, organization of plenary meetings with Deputy/Governors and staff of Operation Rooms.
4. Organization of quarterly technical meetings with MRE and VA demining operators.
5. Preparation for participation in international conferences (Ottawa Treaty, etc.).
6. Communication with specialized international agencies (UNMAS, GICHD) on research and enhancement possibilities.
7. Contribution to Regional Coordination (Southern Africa Mine Action Coordination).
8. Donor Financial Strategy: establishment of a relationship with donors, especially for technical support and additional funds for demining.
9. Production of reports and publications.

b) Mine Action Planning:
Technical Assistance (CTA and Technical Advisors) assist CNIDAH to learn and develop the following planning capacities:
1. Establishment of a plan of action for each of the pillars (demining/control, MRE, VA), based on the 2006-2011 Strategic Plan, in order to enable CNIDAH to develop the procedure to arrive at a National Annual Plan.
2. Establishment of a national annual planning cycle, in cooperation with demining stakeholders.
3. Establishment of a methodology and practice of involving ministries and institutions in demining planning.
4. Establishment of coordination mechanisms and synergies of different interventions of national and international partners in the field of demining;
5. Establishment of coordination, articulation and supervision processes of demining activities carried out at the local level by the Provincial Government
6. Work with contact persons in ministries and institutions.
7. Use of national data for analysis and planning.
8. Establishment of an annual provincial planning cycle, in cooperation with demining actors, including the communities.
10. Development of the capacity of the staff of the Operation Rooms to analyze their duties.
11. Development of mechanisms to incorporate emergency demining.
12. Development of a monitoring plan, by CNIDAH, for the implementation of national and provincial plans.

c) Quality Monitoring:
Technical assistance (CTA and Technical Assistants) advise CNIDAH to learn and develop the following quality control capacities:
1. Finalization of the work of the national adoption of IMAS for Angola.
2. Review of the accreditation system and analysis of the accreditation system implemented to date in order to define enhancements and to establish parameters for re-accreditation.
3. Review of monitoring and quality control (QA/QC) mechanisms and establishment of a quality control policy, together with partners involved.
4. Establishment of accreditation payment and quality control methods, with procedures and regulations.
5. Request of GICHD to validate monitoring procedures in Angola.
7. Support to 13 monitoring teams that CNIDAH will send to the provinces: training, work planning, support by the administration and logistics from central CNIDAH.
8. On-the-job training.
10. Guarantee of general technical inclusion and definition of guidelines/standards for the training of operators (good practices, exams, training certificates, supervision of the coherence and pertinence of exams, training and inclusion of researchers, managers and supervisors).

d) Provincial Operation Rooms:
Technical Assistance assists CNIDAH to learn and develop the following organizational and operational capacities:
1. Strengthening of the coordination of Operation Rooms by central CNIDAH, under the leadership of the head of the standing technical office of central CNIDAH with communication with the Operation Rooms, planning, equipment supply, etc.
2. Regular and intensive communication with Deputy Governors.
3. Consolidation of the administrative duties of the Operation Rooms: accounting (operational costs of the OP Rooms and QA/QC rooms), logistics activities, follow up of Provincial Human Resources.
4. Review of the information function of Operation Rooms.
5. Centralization of information of Provinces in the format of IMSMA, review of LIS data, supply of data for the national database in Luanda.
6. Gather information of all partners and QA/QC teams at all levels.
7. Dissemination of data, reports and maps.
8. Internal planning Operation Rooms: activities and budget.
10. Preparation of annual provincial operational planning.

e) Data processing:
Technical assistance helps CNIDAH to learn and develop the following organizational and operational capacities:
1. Permanent update of LIS and IMSMA data in the national databank.
2. Production of analyses and practical utility information by CNIDAH staff for users.
3. Proper definition of the duties of database workers, including the services that should be provided to users.
4. Handling of all database duties by employees, including the analysis and importation of new data.
5. Maintenance of files and a backup system by employees.
6. Production of general reports for purposes of communication.

IV. Beneficiaries
The final project beneficiaries will be the population affected by the existence of mines in their areas of residence and economic and social activity.

**Part II. Strategy**

**Global UNDP Strategy**

The project is consistent with the Millennium Declaration on peace, security and disarmament. It is also consistent with the objective of expanding the national mine action capacity contained in the United Nations Development Assistance Framework 2005-8 (UNDAF), the UNDP Country Programme Document, the commitments undertaken through the ratification of the Ottawa Convention and the Strategic Mine Action Plan approved by government. In this regard, UNDP ensures that the corporate guidelines of the organization at the global level and those contained in the UNMAS are absorbed and applied by the Project. The Project is linked to the strategy of the EC and Mine Action Programme and will complement other components of this programme.

The programme is aimed at contributing to the success of the ongoing peace process and the improvement of the global humanitarian situation, through the provision of support to return, resettlement and reintegration process.

In order to achieve these programme goals, this project aims at completing the capacity building of CNIDAH as a governing organ of demining in Angola, in view of the powers conferred on CNIDAH in the Strategic Mine Action Plan 2006-2011, through Technical and Training Assistance in favour of the most important areas of action.

The technical assistance provided by this project will end at the end of 2008. All the methodology is targeted at ensuring that, after this date, CNIDAH will no longer require the support of UNDP to train its employees, and as such, no longer need the financial support of the EC. All costs, in terms of financial and human resources to maintain the quality and quantity of the work will be under CNIDAH.

The success of the project shall also be determined by the level of receptiveness of technical assistance by the management team and employees of CNIDAH, and shall make CNIDAH perform its role better and consequently it continuity in institutional terms. Furthermore, the success of the project will have positive political consequences for CNIDAH and its area of action, particularly regarding the quality of implementation of demining policy in Angola.

The project does not support any logistics component of CNIDAH and the Operation Rooms. It rather focuses on technical assistance, particularly with respect to the definition and implementation of mine action management and coordination system and mechanisms in the country.

As a capacity building project of CNIDAH it is essential that each International Advisor (UNDP) works in close partnership and coordination with a national project technician (UNDP) and with a CNIDAH technician as a counterpart, thus guaranteeing the transfer of know-how.- The national project technician will serve as a facilitator in the process of transfer of know-how from the international advisor to the CNIDAH
staff, who, at the close of the Project, would be able to autonomously perform the duties within the organization. This is aimed at ensuring the transfer of know-how, an essential element to the real sustainability of the process.

Methods of execution and justification of the methodology of the proposal

CNIDAH is an organization that is growing in number of employees and geographical coverage and it should thus be structured better in order for it to perform its role, in terms of work quality and quantity. The Technical Assistance is aimed at building the human resources capacity, as well as the organizational development of CNIDAH.

The basic project principle is collaboration between CNIDAH and UNPD. Technical Assistance provided by UNDP is strictly limited to transfer of know-how, through different means, and not the replacement of CNIDAH employees in the performance of their duties.

The extension, at no cost, of the previous project (to 25 June 2007) was designed as a transition period. This transition is aimed at training and enabling CNIDAH to gradually take over, but also as fast as possible, duties that to date are still (partially) performed by Project employees.

First Phase

The first step will be for the Technical Advisory Team (TAT) to define its objectives, tasks and scope and to explain the aim of the project.

The second step will be for review, TAT and CNIDAH team together, existing plans (strategic and others), to define the basis on which the Project will be built.

The third step will be to arrive at an agreement on a participatory process, wherein all the CNIDAH team shall participate in the process of capacity building and building of the organization. The TAT will conduct departmental meetings and regular communication between departments.

The fourth step for the TAT is the preparation of an inventory and detailed study of existing documentation: procedures, rules, reports, documents, maps, organograms, which are part of the current system and which contain all the duties of CNIDAH.

The fifth step is to organize a functional analysis of CNIDAH, for each department individually, but also for the organization as a whole. This is done to clarify duties and develop an organogram of functional areas. The organograms may reflect what is already existent and what would be necessary to include in order to enhance the institution.

All staff shall later participate in a seminar to engage in open dialogue on the strong and weak points of CNIDAH, as well as produce an analysis of activities and duties. This process will be followed up by the TAT.

Second Phase
Each CNIDAH activity is the result of various processes. Thus, procedures and processes shall be established and internalized by the organization. This is the method that should be used for all CNIDAH activities.

Thus, a process chart will have to be designed for each activity explaining the organization and work methods, with clear definition of procedures, the person in charge of each phase, necessary documents and, eventually, the implementation period. For this purpose, visual charts will be used for the major procedures.

These charts and other relevant documents will be used to implement the duties, as well as for the training of staff. These process charts will be drawn up in close collaboration between CNIDAH staff and TAT.

All process charts will be the major focus of the CNIDAH quality management system. The process charts will remain under the responsibility of a “CNIDAH quality manager)”, who will take care to use only the newest version of all processes. This quality manager will be the guarantee of the system and will be the only person to communicate on the latest versions of the maps. To this effect, the “quality manager will be appointed by CNIDAH, from among the professionals of the organization.

TAT will follow up CNIDAH staff and the process maps will be a “virtual curriculum” to train staff. In cases of changes in staffing, the system is used to train recent entrants, with all necessary references. It is learning on-the-job but what is taught is also being recorded.

This method will be used at all levels of technical assistance.

**External training**

The project includes general short term training, as proposed by JMU and Cranfield University. The major constraint to CNIDAH staff receiving training abroad is English language, as they all generally speak only Portuguese. The training could be conducted in Luanda, but this would then make it necessary to plan sessions during the day. Night sessions are not very useful for various reasons.

The project plans to send heads of departments for intensive English courses outside the country in order to overcome the language barrier. The courses will be one or two months in South Africa or other countries. They will be sent one at a time.

The project will also propose short term training in quality management in accordance with ISO standards methodology, as the crux of the training. Understanding the principles of systems development is fundamental for any quality enhancement within the context of organizational development. It is possible to have short term duration, adapted to CNIDAH and in Portuguese.

**Part III. Management Mechanisms**
The project will be implemented by UNDP. To this end, the Project Support Unit (PSU) will be established and will be responsible for managing inputs, supplying products and be accountable for progress and outputs achieved. The PSU will include a project manager (CTA), technical advisors, a finance and administrative assistant and a logistics assistant.

The CTA has the authority to execute the Project on a daily basis on behalf of the Board, within the confines defined by the Board. The CTA is responsible for the daily management, implementation, monitoring and taking of decisions on the Project. Its major responsibility is to ensure that the project produces specific results in the project document, with the required standard of quality and within specified time charge limits. He/she will head the future Project Support Unit and will lead and guide the PSU team. He/she will also be the first person in charge of producing project progress reports, which will be submitted to UNDP, EC/TAU and CNIDAH.

**Project Board**

UNDP heads the Project Board composed of the following members:

<table>
<thead>
<tr>
<th>Quarterly review</th>
<th>UNDP staff</th>
<th>Project staff under UNDP contract</th>
<th>CNIDAH staff</th>
<th>CNIDAH staff</th>
<th>Others</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Director from UNDP</td>
<td>CTA</td>
<td>2 Advisor technicians</td>
<td>President</td>
<td>2 Heads of Departments from CNIDAH</td>
<td>EC and TAU observers. Other donor observers that contribute indirectly to the project</td>
</tr>
<tr>
<td>Programme Specialist/UNDP</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The Project Board is the group responsible, by consensus, for taking management decisions when there is need for direction. In order to assure the final responsibility of UNDP as regards accountability, where there is no consensus, the final decision making will rest on UNDP, represented by the Programme Deputy Director or by a Programme Official mandated to this effect, according to its applicable regulations, rules, policies and procedures. Such consultations shall provide knowledge and share information with UNDP. The group shall also give directives on the feasibility of the project and assure their materialization, from the perspective of beneficiaries. Board meetings shall be guided by quarterly progress reports.

The project could arrange other meetings with different partners to present the results achieved.

**Project Manager:** The project will be implemented by the national counterpart, particularly regarding its strategic, administrative and financial aspects. However, the Project coordination team cannot report to itself, which means that the duty of
coordination should be separated from that of CNIDAH manager, as the project should permanently report to CNIDAH Board, as a direct beneficiary body of the cooperation (vide the respective paper on page 12).

**Project Support Team**: UNDP Programme Specialist for mine action and Programme Assistant. The Project support team shall ensure that the Project is carried out in accordance with UNDP standards and general and special conditions of the Funding Agreement with the contracting entity, TAU ACP-EC. It shall provide the project management team with the necessary support for the implementation of the project.

**Role of the other stakeholders involved in the project**

This Project is a cooperation between UNDP and CNIDAH. On the part of UNDP, it involves its permanent staff in the Local Office, as well as the technical advisors (international and national) specifically contracted for the project. On the part of CNIDAH, it involves all its organization at the central level (Luanda), as well as the decentralized organization, at the level of Provinces. Third, there is the principal donor: the European Commission, through its Delegation in Angola, and the contracting entity, TAU ACP-EC.

The principal role of CNIDAH is to assure the strategic, administrative and financial management of the project and use the advice provided by the project as best as possible to learn to do things by itself, thus being able at the end of the project (end of 2008) do away with the technical assistance (aspect). It is also the role of CNIDAH to update the organizational structure and ensure the presence of sufficiently motivated and competent employees to be able to profitably absorb and use the technical assistance. Thus, CNIDAH is expected to have national full-time employees that are counterparts of each international Project technical advisor, ensuring the effective transfer of know-how, such that at the end of the Project the actions become sustainable. This will ensure, clearly, that UNDP technical assistance is not an exercise of substitution of national capacity, which is counterproductive. CNIDAH should also assure the necessary political and strategic guidance to be used by the project, as well as guarantee the coordination of mine action and operation rooms, as obtains in the legal mandate of the organization. Naturally, the day-to-day management of CNIDAH is the responsibility of CNIDAH and legally established organs. The day-to-day management of the project to support CNIDAH should, for this reason, be managed separately by an entity that should be accountable to CNIDAH, as immediate Project beneficiary. Finally, it is the duty of CNIDAH to guarantee financial and material resources for its employees and organization to be fully functional and make use of the technical assistance. These resources are *not* part of the budget of this project.

It is the principal role of UNDP to guarantee the timely presence of all Technical Assistance (national and international), as well as guarantee financial and material means for its effective and efficient operation. This implies avoiding delay, which could hamper the effectiveness and efficiency of the Project. It is also the role of UNDP, as a UN Agency, to assure the coordination of mine action worldwide, provide TAT and CNIDAH information and important contacts for its work.

The Project team contracted by UNDP shall ensure the effective transfer of know-how to national counterparts, with the understanding that this is the top priority of the
project. This will be an important aspect of the evaluation of the technical advisors, with the presumption that there will always be a national counterpart available to receive transfer of know-how and the profile of the technical advisor is suitable for this transfer to take place. Thus, the project CTA will first evaluate the technical advisors together with CNIDAH. To this effect, clear indicators shall be established, expecting that each national and international project advisor has a plan of transfer of know-how to the respective national counterparts.

It is the principal role of the Technical Assistance Team, expatriates or Angolans, to work with necessary dedication and professionalism, always putting on an attitude of wanting to transfer know-how and not to substitute CNIDAH employees. For this purpose, each Technical Advisor should have a detailed capacity building plan for his/her national counterpart. The CTA shall assure the quality and technical and methodological coherence of the assistance provided by the project advisors. He shall also provide technical and methodological guidance for the national and international project technical advisors. He shall, together with CNIDAH, handle the technical aspect of the project.

It is the principal role of the awarding entity and the EC delegation to provide funds promptly and fast, obviously with conditions, upon receiving the reports provided for in the funding agreement, thus fulfilling the relevant contractual clauses. It is also the role of the Awarding entity and the EC to monitor the progress of the project, as it is important to the Mine Action Sector in Angola. To this end, the project proposes to organize a quarterly Board meeting, including the participation of the EC Delegation and representation of TAU/ACP.

Description of the team proposed to execute the action

The Technical Assistance Team (TAT) is composed of international and national advisors, who will work in close collaboration with CNIDAH staff counterparts (counterparts are not UNDP employees):

<table>
<thead>
<tr>
<th>UNDP Technical Assistance Team</th>
<th>CNIDAH Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head of Team (CTA - Chief Technical Advisor), international</td>
<td>President, (Vice-President) and General Coordinator, Heads of Department</td>
</tr>
<tr>
<td>TA international and national Demining Planning, MRE and VA</td>
<td>Head of Demining Planning, MRE and VA</td>
</tr>
<tr>
<td>TA (QA/QC) international and national quality control (QA/QC)</td>
<td>Head of Quality Control (QA/QC)</td>
</tr>
<tr>
<td>TA international and 7 TA national supporting Provincial Operation Rooms, 6 of which are based in the Provinces</td>
<td>Head of Office of Technical Support to Provincial Operation Rooms, Deputy-Governors and Liaison Information Assistants</td>
</tr>
<tr>
<td>TA international and nation of Database</td>
<td>Head of Data Processing</td>
</tr>
<tr>
<td>An Administrator</td>
<td></td>
</tr>
<tr>
<td>An Interpreter/translator</td>
<td></td>
</tr>
<tr>
<td>A driver/logistics officer</td>
<td></td>
</tr>
<tr>
<td>A part-time accountant</td>
<td></td>
</tr>
</tbody>
</table>
Short term consultants for specific technical advice.

The CTA is the only international advisor that will stay on till the end of the project (end of 2008).

The other international Technical Assistants will only remain in the project till end of 2007. They will work in partnership with the national TA (Angolan), who will stay on till the end of the project. This means that at the end of the contract of the international counterpart, ‘his’ international TA, the national TA will be fully trained to continue with the advice and capacity building of CNIDAH staff, until the end of the project in 2008. Thus, the project saves a lot of funds, while at the same time providing a gradual exit strategy for CNIDAH technical advice.

The plan for the project hiring, in conjunction with the previous project, is in the table below.
## Afectação da Assistência Técnica a Projecto 2007 - 2008 CNIDAH - PNUD

<table>
<thead>
<tr>
<th>Cargo</th>
<th>Financiamento Projecto</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assessor Internacional e Nacional</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CTA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planeamento</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AT Planeamento</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assessor nacional PNUD</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coordenador de campo</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AT CC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assessor Nacional PNUD</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Base de dados IT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TA DB</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assessor Nacional PNUD</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Monitoria QA/QC</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AT QA/QC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assessor Nacional PNUD</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Staff Nacional</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assessor de Campo</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Pessoal Admin</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Interprete</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Motorista/Mecanica</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Assistencia de curta duração</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Admin Financas / QM</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultoria</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**CE PNUD financiamento 2007/2008 - 18 meses**
Part IV. Monitoring and Evaluation

The project will be subject to the UNDP standard guidelines on review, monitoring and evaluation. Appropriate monitoring is essential to information collection and analysis for the process of project management decision making. The purpose of monitoring (and control) is to ensure that the project yields the expected results, according to quality criteria set and developed according to schedule and remains feasible as per expected products and outputs. Monitoring and evaluation will focus on outputs and products and their contribution (together with partnership efforts) targeted at the project objective. Information collected during project monitoring will be used as the basis for making decisions and taking action.

Accountability

The CTA shall submit quarterly progress reports to UNDP to evaluate the progress of the work planned for the quarter, highlighting the progress made, problems encountered and solutions found. However, UNDP will submit the above reports to the EC and TAU.

Field Visits

The Project shall be subject to regular and periodic visits of project monitoring and evaluation missions to verify the outputs and recommend actions.

It is essential for CNIDAH to have an internal monitoring function. The TAT will prepare a proposal for a monitoring group in CNIDAH, composed of three CNIDAH employees and a manager, including a working methodology.

Internal/external monitoring and evaluation procedures

The monitoring of the Project will be done in three ways:

a) internal monitoring of the TAT
The monitoring will be done based on documentation of the progress of the project: monthly TAT reports, planning implementation matrixes, minutes of TAT meetings, minutes of CNIDAH meetings, development of procedures.

b) internal monitoring by UNDP
Monitoring by UNDP will be done through regular meetings with the TAT, the production of quarterly reports and regular meetings with CNIDAH and donors. There will be a Programme Officer in UNDP responsible for the project, who will work closely with the CTA to analyze progress made and difficulties encountered.

Project Review

It is essential that the Project is reviewed at least every 6 months for decision making, based on quarterly progress reports. At the end of each quarter a combined report of outputs should be
prepared, as a component for review. The biennial project review should cover substantive part of the project, as well as the financial aspect, focusing on quality, schedule, progress made vis-avis the workplan and the status of funds.

In this context, the monitoring and communication plan plays a very fundamental role, both for Project information collection and the conduct of the Project review. It is also a useful fundamental instrument to guarantee the visibility of the EC, as stipulated in Article 6 of the general conditions of the contract (Annex II).

c) External evaluation

An independent external evaluation will be arranged at the end of 2007 or beginning of 2008 to verify the progress and implementation.

Part V. Legal context

This Project will be the instrument referred to in Article 1 of the “Standard Basic Assistance Agreement” between GoA and UNDP, signed by the parties on 18 February 1977. For the purpose of the “Standard Basic Assistance Agreement”, the implementing agency in the host country will refer to the government cooperating agency described in this Agreement.
<table>
<thead>
<tr>
<th>Intervention logframe</th>
<th>Objectively verifiable indicators</th>
<th>Sources and means of verification</th>
<th>Assumption</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall objective</td>
<td>Strengthening of capacity of GOA to guarantee security and access of the population to mine infested areas.</td>
<td>Number and size of demined areas. Number of areas delivered to the population. Population benefited. Reduction of number of victims.</td>
<td>GoA and international partners allocate sufficient financial and human funds to demining. There is continuous peace and stability in the country.</td>
</tr>
<tr>
<td>Specific objective</td>
<td>Train CNIDAH to perform its duties contained in the Strategic Mine Action Plan 2006-2011, through technical assistance with the following results to be achieved by the end of 2008:</td>
<td>Extent to which CNIDAH department is able to take on duties independently. Increased technical know-how of CNIDAH employees. Vision of CNIDAH partners that the entity acts effectively (that it “produces”).</td>
<td>GoA continues to confer the duties mentioned in the Plan of Action to CNIDAH. GoA continues to fund the costs of CNIDAH activities related to its duties. CNIDAH is fully motivated, organized and oriented to receive capacity building as scheduled in the project. UNDP Office in Angola is able to fully take up its responsibilities regarding the project.</td>
</tr>
<tr>
<td>Outputs</td>
<td>a) CNIDAH managers head an agile and CNIDAH Board always present, active and</td>
<td>Reports of CNIDAH activities and progress. Report of activities and progress of Technical Assistance Team. Reports of UNDP activities.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
</tbody>
</table>
| competent organization, with clear and shared duties and with adequate internal human and financial resources planning, administration and management practices. | working to stimulate the motivation and effectiveness of employees.  
Duties of everybody made very clear.  
Internal, formal, informal, frequent and efficient communication.  
Easy recruitment of new employees. | Report of activities and progress of Technical Assistance Team.  
Reports of UNDP activities. |
| b) CNIDAH is trained to prepare, each year, a National Demining Plan, according to required standard and specificity. | Annual Workplan produced adequately and timely. | Reports of CNIDAH activities and progress.  
Report of activities and progress of Technical Assistance Team.  
Reports of UNDP activities. |
| c) CNIDAH’s work in the area of Quality Control is carried out according to international standards. | Quality control carried out effectively and fast, soon after demining. | Reports of CNIDAH activities and progress.  
Report of activities and progress of Technical Assistance Team.  
Reports of UNDP activities. |
| d) Provincial Operation Rooms are trained to fulfil their duties to Provincial Governments and CNIDAH. | Provincial Operation Rooms work effectively, according to their specified duties. | Reports of CNIDAH activities and progress.  
Report of activities and progress of Technical Assistance Team. |
<table>
<thead>
<tr>
<th>Activities to be carried out, detailed for each specific sub-objective</th>
<th>Vide attached Plan of action.</th>
<th>Reports of UNDP activities.</th>
<th>Reports of CNIDAH activities and progress.</th>
<th>Report of activities and progress of Technical Assistance Team.</th>
<th>Reports of UNDP activities.</th>
</tr>
</thead>
<tbody>
<tr>
<td>e) CNIDAH is trained to collect, process, produce and analyze reliable data on mined and demined areas, and on incidents and victims and their medical and social treatment.</td>
<td>Data produced in order to respond to the requests and meet the demands of users quickly.</td>
<td>Reports of UNDP activities.</td>
<td>Reports of CNIDAH activities and progress.</td>
<td>Report of activities and progress of Technical Assistance Team.</td>
<td>Reports of UNDP activities.</td>
</tr>
</tbody>
</table>