

**END OF PROJECT REPORT**  
**“UNDG ITF Project A7-03 – Support to the Iraqi Kurdistan Mine Action Agency”**

**Summary**

***Participating UN Organisation:***

United Nations Office for Project Services  
(indicated for UNDP) and UNDG

***Cluster:***

UNDG Cluster A

***Project No. and Project Title:***

UNDG ITF Project A7-03  
UNDG ITF Project number: 66939  
UNDG ITF Award number: 54939  
UNOPS Project 00051104  
“Support to the Iraq-Kurdistan Mine Action  
Agency (IKMAA)”

***Project Location/Region/Province:***

Erbil Governorate in Northern Iraq

***Reporting Period:***

End of project report

***Report no:***

End of project report

***Counterpart organisations / implementing partners:***

UNOPS was the Executing agency of the project under the supervision of UNDG Cluster A as per the umbrella MoU signed in April 2004 between UNDP, as administrator of the UNDG/ITF, and UNOPS. UNOPS was supported by UNDP with a National Field Coordinator located in Erbil as a resource person, when so was required. UNOPS was the implementing partner and administered the funds provided by the UNDG/ITF in relation to the project activities in support of IKMAA as per the terms of the MOA between UNOPS and IKMAA.

***Project cost:***

USD 2,921,852

***Abbreviations and acronyms:***

Bozena Mini Flail : Small mechanical remote controlled mine clearance/vegetation removal machine.

CROMAC : Croatian Mine Action Centre

EOD: Explosive Ordnance Disposal

ERW : Explosive Remnants of War

IKMAA: Iraqi Kurdistan Mine Action Agency (formerly known as Iraqi Kurdistan Mine Action Centre (IKMAC))

MDD : Mine Detection Dog

MoA : Memorandum of Agreement

MoU: Memorandum of Understanding

NMAA : National Mine Action Authority

NPA : Norwegian People's Aid

RFP : Request for Proposals

SC: Steering Committee

SRSA : Swedish Rescue Services Agency (now known as MSB)

UNAMI : United Nations Assistance Mission in Iraq

UNOPS EUO: Europe Office

UNOPS NAO: North America Office

UNOPS: United Nations Office for Project Services

***Project Duration:***

Initially one Year. A request for a project extension for an additional 12 months was approved by the Steering Committee during December 2006. A further extension through April 2008 was then requested and approved in May 2007 and thereafter an extension through May 2008 was subsequently requested and approved.

## **NARRATIVE REPORT**

### **I. Purpose**

#### **1.1 The overall objective of the Project was to contribute to the capacity building of the IKMAA as follows:**

- Increase demining performance and production rates through provision of up to date mechanical demining equipment and accessories to IKMAA.
- Provide courses in EOD Training and Information and Operations Management Training and to conduct a study visit to another Mine Action Programme.
- Procurement of Mine Detection Equipment including Mine Detectors and Personal Protection Equipment.
- Procurement of IT Equipment.
- Procurement of spare parts for the existing fleet of Mine Detectors and Mechanical Mine Clearance Equipment.

#### **The following outcomes were achieved through the above activities:**

- Increased production rates and enhanced deminer's performance through provision of to date demining equipment, office equipment, mine clearance accessories and training for IKMAA senior staff.

#### **Notes:**

1. The project lacked a project manager during most of 2006. A UNOPS project manager was initially identified during early 2006. However the candidate later rejected the offer why a new candidate had to be recruited and contracted. A suitable candidate was later identified in September but could not take up the position in Amman until early December 2006 due to other commitments with UNOPS and with another Mine Action Programme.

2. In December 2006 it was requested that the project objective “construction of mechanical clearance equipment” with a budget of US\$ 1,992,000 for construction of mini flails, front end loaders and excavators with sifters to be utilized for clearance of landmines to be contracted through an initial competitive process (through a Request For Proposals (RFP) issued by UNOPS from the APIF), rather than through prequalification as per the project document. It was previously requested by the Iraqi National Mine Action Authority (NMAA) and IKMAA during a meeting held in Amman in May 2006 that the contract would be awarded through a competitive process (including the issuing of an Expression of Interest and the issuing of an RFP locally in Kurdistan Region) in order to invite other possible contractors and to provide transparency through open tendering. This request was supported by UNOPS and was also subsequently approved by the SC in early 2007 based on a formal request from UNOPS.

3. In addition to the above IKMAA requested that the objective in the Project Document; Awareness courses on quality and International Mine Action Standards were not necessary and therefore this should be replaced with EOD Training, Information Management Training and Planning and Operations Training. This request was supported by UNOPS and was also subsequently approved by the SC during early 2007. The training EOD training was completed by Swedish Rescue Services Agency (SRSA) (now known as Swedish Civil Contingencies Agency (MSB)) during the month of July 2007 and the Planning and Operations Training was completed in Jordan during the month of August, 2007.

4. It was also requested by the NMAA and IKMAA the MDD activity to be removed under the project. This part of the project was to include purchasing of MDDs, MDD food, MDD medicine and hiring of MDD staff in at a total cost of US\$ 259,704. IKMAA requested that this amount should be used to repair the current fleet of Bozena mini flails and to purchase Bozena spare parts and three Camcorders. The reason for this was that the originally envisaged cost to repair the Bozenas was much higher than what had been quoted by Bozena in January 2007. The result was that funds needed to be added to the budget line in order to enable UNOPS to purchase all the spare parts required. This request was supported by UNOPS and was also subsequently approved by the SC in early 2007. Subsequently the spare parts were purchased by UNOPS and the Bozena mini flails were all repaired by service technicians from WayIndustry in Slovenia during the month of July, 2007 and were thereafter back in operational use again.

5. In November 2007 it was requested to include purchase of a number of vehicles, Land Cruisers, Pick-up trucks and a mini buss and to cancel the procurement of a low bed trailer truck since IKMAA had no requirement for such truck. This was subsequently approved by the SC and the procurement of the vehicles was initiated in December 2007.

### ***1.2 Explanation how the programme/project was relevant to the benchmarks:***

The UN System, under the auspices of the United Nations Assistance Mission for Iraq (UNAMI) developed a UN Strategy for the support to Iraq's reconstruction and development. UNPD was designated to serve as the lead UN agency for Cluster 7, Mine Action, in Iraq effective 1 January 2004 with participation by UNMAS and UNOPS in the same cluster. In this cluster the project addresses the problem of Explosive Remnants of War (ERW) contamination throughout Iraq that poses a serious threat to the safety of the civilian population by denying access to valuable resources including agricultural land, grazing land, roads, water sources and residential areas. UNDG/ITF Cluster A is designated for Agriculture, Environment and Natural Resources Management and therefore its goals are dependent on continuing to address the ERW problem. Under Cluster A7-03 project 51104, also falling under the umbrella of the NMAA, was aiming to increase and improve the existing assets of the indigenous IKMAA in Northern Iraq to

address the needs of the Iraqi Kurdistan communities and vulnerable groups affected by landmines and other ERW.

### ***1.3 Main implementing partners, their roles and responsibilities, and their interaction with the UNOPS***

The project was carried out within UNDG's Cluster A with overall project management from the UNOPS Mine Action Unit (MAU) and the UNOPS North America Office (NAO) and field implementation from the Project Manager based in UNOPS Iraq Operations Centre (IQOC). The Project Manager (recruited in December 2006) reported to the IQOC Country Director on matters relating to project coordination, field support and reporting to the ITF Steering Committee, and to the UNOPS MAU Senior Portfolio Manager on technical matters of substance. The Project Manager was travelling to Iraq frequently to oversee the implementation of the project. The project manager also worked in close consultation with the UNDP Mine Action Team in Iraq. The Project Manager was supported by a UNOPS National Field Coordinator who reported directly to the Project Manager. On occasions the National Field Coordinator may travel to Amman for coordination meetings.

A Memorandum of Agreement between UNOPS and IKMAA that delineates the role of UNOPS as IKMAA's implementing partner was drafted in December 2006 for signature by both parties. The MoA was signed in January 2007. Procurement and contracting is carried out by the Project Manager using UNOPS long term agreements and UNOPS procurement channels through the UNOPS NAO.

Through a contractual agreement between UNOPS and SRSA, SRSA provided support to IKMAA during July 2007. SRSA provided three EOD trainers for a period of six weeks to train twelve IKMAA EOD staff and to bring their EOD training from Level 2 EOD to Level 3 EOD (see [www.mineactionstandards.org](http://www.mineactionstandards.org)). This training was provided at a cost to the project of only US\$ 10,000 and also included provision of equipment to IKMAA at no cost from SRSA. During the Information and Operations Management Training course for eight IKMAA senior Information and Operations Management staff, SRSA provided one instructor at no cost (through an MOU between UNOPS and SRSA) for a period of three weeks through a MOU between SRSA and UNOPS. During the said course, which took place in Jordan during August 2007, UNDP Iraq, the Mine Action Centre in South Lebanon (MAC SL), Norwegian Peoples Aid (NPA) and the Mine Action Office (MAO) in Sudan also provided instructors at no cost (except for travel). During the course students from the National Committee for Demining and Rehabilitation (NCDR) also participated together with students from SRSA. During the month of April 2007, ten IKMAA staff travelled to Croatia to visit the Croatian Mine Action Programme and CROMAC for a period of nine days.

## **II. Resources**

### ***2.1 Total funds provided, disbursed and committed***

Amount and Source of funds for the project: US\$ 2,883,068.68(UNDG ITF)  
Total Disbursements until June 2008: US\$ 2,883,068.68(UNDG ITF)

**2.2 Variation(s) in projected versus actual spending for the reporting period indicating the reason for such variation(s).**

Until December 2006 expenditures were slower than predicted due to the lack of a Project Manager. The project has lacked a project manager during most of 2006. A UNOPS project manager was initially identified during early 2006. The candidate later rejected the offer why a new candidate had to be identified. A suitable candidate was later identified in September but could not take up the position in Amman until early December 2006 due to other commitments. The project document as signed between UNOPS (for UNDP) and UNDG/ITF on 23 March 2006. Therefore while the project's original timetable was from December 2005 – December 2006, the delayed start-up of project activities changes the timetable to January 2007 – December 2007. Since the recruitment of the Project Manager was delayed until December 2006. The MOA with IKMAA was signed in January 2007. The project was later extended through May 2008 through a request to the SC.

**2.3 Programme/project expenditures within the budget categories:**

**Project Expenditures 1 July 2007 – 30 June 2008:**

<b>Budget Category</b>	<b>Expenditure occurred</b>
<b>Personnel (staff, consultants, travel and training)</b>	US\$ 236,725.21
<b>Contracts</b>	US\$ 12,166.82
<b>Training of counterparts</b>	US\$ 0.00
<b>Supplies, commodities, equipment and transport</b>	US\$ 2,416,490.34
<b>Other direct costs</b>	US\$ 54,493.75
<b>Total Programme Expenditures:</b>	<b>US\$ 2,719,876.12</b>
<b>UNOPS Project Support Cost (PSC):</b>	US\$ 163,192.56
<b>Project Total Expenditures including the UNOPS PSC:</b>	<b>US\$ 2,883,068.68</b>

**2.4 Details on budget revisions approved by the UNDG ITF Steering Committee**

In December 2006 a request for a budget revision was submitted to UNDG ITF and was subsequently approved. The request also included a request of the scope of the project. Details regarding this request are to be found under “1. Purpose” in this report. In September 2007 a second budget revision was requested and subsequently approved. This budget revision was made in order to add funds to the budget lines for national and international project staff from the budget line for miscellaneous.

**Human Resources:**

**2.5 National Staff:**

One National Field Coordinator based in Erbil, Iraq.

**2.6 International Staff:**

One International Project Manager (P4) based in Amman, Jordan.

**III. Methods of Operating*****3.1 Details on the procurement procedures utilized and explain variances in standard procedures.*****Procurement of Mine Clearance and Office Equipment:**

The demining equipment as listed in this report was purchased by UNOPS. Some of the equipment was purchased using the UNOPS long term agreements in place. IKMAA was given the responsibility of inspecting and receiving the equipment and provide a Receive and Inspection Report (RIR) to UNOPS who then made the payments to the supplying company directly. Some equipment was also purchased directly by IKMAA in Northern Iraq. The procedures for this are outlined under Para 4.2 in this report. Ever since the procurement done under Oil-for-Food Program by UNOPS several years ago, no new equipment had been provided to the Iraqi Kurdistan Mine Action program. During the Ronco funding phase in 2004 while NGO operating costs were covered, no new procurement of essential equipment was done. The demining and office equipment had suffered normal wear and tear and was therefore in urgent need of replacement.

***3.2 Details on the monitoring system(s) that are being used and how you identify and incorporate lessons learned into the ongoing programme/project.***

During the execution of the project a number of monitoring missions were undertaken by the Project Manager. Due to security restrictions some missions were cancelled since the Project Manager was denied security clearance instead the UNOPS National Field Coordinator then travelled to Amman and Jordan on four occasions in order to liaise on project activities with the Project Manager.

**IV. Results*****4.1 Summary of programme/project progress in relation to planned outcomes and outputs; explain any variance in achieved versus planned outputs during the six month reporting period.***

During the execution of the project the following progress was achieved:

- An Information and Operations Management Training Course was conducted for eight IKMAA staff in Jordan for a period of two weeks during the month of August 2007.
- EOD training was conducted for 14 IKMAA staff in the Kurdistan Region during the month of July 2007.
- Monitoring of the construction activities including amending the construction contract to also include two water tankers to be used by IKMMA during mine clearance operations to water the ground and through this soften the ground for the subsequent mine clearance.
- Delivery of the following machines on the 3<sup>rd</sup> of December 2007:
  - Two Front End Loaders/sifters,
  - Two Excavators,
  - Three Mobile Workshops,
  - Two Water Tankers with sufficient spare parts for one year,
  - Quantity of spare parts for one year maintenance and repair for all the above listed Mine Clearance Machines,
  - Spare parts for the two Water Tankers.
- Procurement of the following vehicles:
  - One Toyota Land Cruiser GX-R, Year 2007 model.
  - Two Toyota Land Cruiser G, Year 2007 model.
  - One Toyota Pick-Up Double Cabin, Year 2007 model.
  - One Hyundai H-1 Minibus, Year 2007 model.

***4.2 Key outputs achieved in the six month period including number and nature of the activities (inputs), % of completion and beneficiaries.***

**Construction of Mechanical Mine Clearance Machines (100%)**

The Mechanical Clearance Machines construction was implemented by a local entity that was been selected by UNOPS through a local competitive procurement process in the Kurdistan Region. The construction was carried out under a contract between the local contractor and UNOPS. The competitive process was carried out in early 2007 and included the issuing of an EOI and the subsequent issuing of an RFP. The contract has been awarded by UNOPS to a local contractor (Zozik Company) in the Kurdistan Region. IKMAA had the responsibility of monitoring and supervising the construction, which was completed in May 2008. In addition IKMAA had the responsibility of certifying the monthly reports submitted by the entity constructing the machines. The below machines were constructed in the Kurdistan Region through a contractual arrangement and delivered after six respectively twelve months.

The following machines were constructed for IKMAA and delivered during 2007/2008:

- 3 x front end loaders fitted with sifters.

- 3 x excavators
- 4 x mobile workshops

**Notes:**

The above machines also included a quantity of spare parts for one-year maintenance and repair of all machinery above. The quantities initially indicated had to be reduced after the issuing of the RFP since the funds available were not sufficient to cover the procurement of all machines as per initially envisaged. Under the contract two mini flails were to be constructed, however it was requested by IKMAA that these would be replaced with two water tankers that would be used for watering of mine field surfaces in order to make the mine clearance easier. This was done through an amendment to the contract with the contractor for the construction of the mine clearance machines who instead, and at no increased cost, delivered two water tankers, replacing the mini flails. The reason for this request from IKMAA was that the fleet of mini flails already owned by IKMAA was repaired by UNOPS as a part of the contract and therefore there was no longer a need for the additional two flails. The two water tankers were delivered together with the mine clearance machines on the 3<sup>rd</sup> of December 2007.

As of the 31<sup>st</sup> of December 2007 the following equipment was purchased and delivered to IKMAA (100%):

- Minelab detector spare parts – Worth of US\$ 51,945 for repair of the current fleet of Minelab detectors.
- Bozena spare parts - Worth of US\$ 261,690.28 for repair of the current fleet of Bozena Mini Flails. Much of the spare parts were used during the month of July when two technicians from Way Industry (under a contract with UNOPS) repaired the fleet of Bozena Mini Flails on location in the Kurdistan Region.
- Battery Rechargeable for Minelab detector – 3,500pcs
- Charger Battery for detector – 240pcs
- Helmet lightweight c/w visor 30cm – 434pcs
- Appliqué for visor – 1,900pcs
- Battery Rechargeable for VHF hand held Radios – 168pcs
- Minelab F3 Mine Detectors – 12pcs
- Vest protective RBR c/w carry bag (OS) – 154pcs
- Laptop computer Sony Vaio VGN-FS875P/H – 10pcs
- UPS Power ware 9155 15KVA – 1pcs
- Digital Cameras – 18pcs
- Global Positioning Systems (GPS) – 25
- Two Front End Loaders/sifters
- Two Excavators
- Three Mobile Workshops

- Two Water Tankers with sufficient spare parts for one year
- Quantity of spare parts for one year maintenance and repair for all the above listed Mine Clearance Machines
- Spare parts for the Water Tankers as per outlined here below:

Water tanker spare parts:

#	Spare part	Qty
1	Diesel filter 100 sqm/min	24
2	Oil filter	24
3	Air filter 100 sqm/min	12
4	Engine belts	12
5	Engine Oil (	800 liters
6	Hydraulic fluid	145 liters

As of May 2008 the following equipment was purchased and delivered to IKMAA (100%):

- One Front End Loader/sifter,
- One Excavator,
- One Mobile Workshop,
- Quantity of spare parts for one year maintenance and repair for all the above listed machines,
- Two repeater stations for improvement of IKMAA communications.

**Procurement of equipment by IKMAA under the MOA between IKMAA and UNOPS (100%).**

Through the MOA with IKMAA, UNOPS are also provided IKMAA with some limited funds for equipment to be purchased locally in the Kurdistan Region. This equipment was purchased using UNOPS rules for procurement. Payments to IKMAA under the MOA was only done once IKMAA provided evidence of following those rules. All supporting documents are available with the IQOC. The MOA was implemented with the following payments to IKMAA; US\$ 25,000 upon signature of the MOA (completed). US\$ 100,000 upon receipt of IKMAA's Receive and Inspection Report of the items purchased up to a minimum amount of US\$ 8,000 and production and acceptance of the procurement process followed by IKMAA using the funds under the first instalment of US\$ 25,000 (ongoing) and US\$ 11,003 upon receipt of IKMAA's Receive and Inspection Report of the items purchased and production and acceptance of the procurement process followed by IKMAA using the funds under the second instalment of US\$ 100,000. The reasoning behind allowing IKMAA doing this procurement locally was that IKMAA could do it at a lower cost locally since no freight costs would be charged. The procurement was

completed during the month of January 2008. The following equipment was procured by IKMAA directly under the MOA:

#	Item Description	Qty
1.	Computer Dell PowerEdge 2900	3
2.	Computer Dell OptiPlex GX745	3
3.	Computer Dell OptiPlex 320L	3
4.	Laptop computer Sony Vaio VGN-zs43, 13.3" with Bag	3
5.	HP LaserJet 5200nt	3
6.	Netgear Access point GW602	4
7.	Netgear Wireless Router WGR614	4
8.	Netgear Wall-Plugged Wireless Range Extender WGXB102	4
9.	Netgear 16 port Gigabit switch GS516T	2
10.	Netgear 8 port Gigabit switch GS100	8
11.	Intel Gore 2 Duo Processor E6700 (2,66GHz 4M cache) LG 19" Flat Panel Monitor Case Giga Byte 500W Extreme Power Supply, No FDD, 56Kpbs Fax Modem, Mouse+ Keyboard+ Mouse Pad.	2
12.	External USB Hard Drive with the following specs: 1TB External USB 2 HDD western digital with complete backup software.	1
13.	Intel Pentium Processor (3.4 GHz 2M cache, 800FSB. LG 17" Flat Panel LCD Motherboard: Intel by Intel D945, built in display adaptor 128 MB, 1 GB RAM 667, 250 GB HDD SATA, LAN card, DVD/CD RW, Rewriter Combo Multimedia, Keyboard, Mouse, Mouse pad, Speaker	13
14.	Copier Machine Canon NP 6251	3
15.	Copier Machine Canon NP7161	8
16.	Printer HP Colour Laser jet 9500 N	3
17.	APC Smart UPS 750VA SUA 7501	25
18.	Video Cameras	2
19.	Printer HP Color Laser jet 1600	2
20.	Printer HP Laser jet P2015	20
21.	Scanner A3	2
22.	Flash Memory 2GB	15

### **Training activities (100%)**

#### **Official Study Tour to Croatia**

During the month of April 2007 IKMAA conducted an Official Study Tour to the Croatian Mine Action Programme and the Croatian Mine Action Centre. The study visit to Croatia took place between the 19<sup>th</sup> of April and the 1<sup>st</sup> of May. 10 senior staff from the Iraqi Kurdistan Mine Action Centre (IKMAA), including the IKMAA General

Director, participated during the study visit. The aim of the study visit was for IKMAA staff to exchange knowledge with their colleagues in the Croatian Mine Action Programme and the CROMAC and to participate during a symposium on mechanical clearance whereas more than 170 Mine Action Stakeholders from all over the world participated. The study visit, amongst other activities, covered the following:

- Field visit to demining operations conducted by CROMAC.
- Visits to Croatian communities impacted by landmines.
- Participating during the CROMAC annual symposium on humanitarian mine clearance. This year the main topic was mechanical clearance. The participants got to see a comparative test between 12 different mine clearance machines. In addition the symposium covered topics such as; tests of personal protective equipment, tests of mine detectors and briefings on new mine clearance technology.
- A visit to the CROMAC sub office in Zadar where briefings were given on operational activities, information management and quality assurance and quality control.
- A visit to the CROMAC sub office in Zadar where briefings were given on operational activities, information management, quality assurance and quality control, finance and administration, resource mobilization and donor reporting amongst other topics.
- A visit to the factory belonging to one of the commercial companies in Croatia manufacturing mine clearance machines.
- A visit to a company in Zagreb which is working with aerial pictures and information management.
- An official dinner with CROMAC and sightseeing of Zagreb.

### **Explosive Ordnance Disposal (EOD) Training**

One of the activities under this project was EOD training of IKMAA staff. Up till 2007 many teams had successfully graduated and were operational in Kurdistan Region. The IKMAA EOD Supervisors, EOD Operators, EOD Group Supervisors, EOD Team Leaders were all qualified at the EOD Level 1. and 2 (as per IMAS 9.3 paragraph 4.2), but required a further three weeks of supervised operational deployment in order to qualify as Level 3. EOD Operators (as per IMAS 9.3 paragraph 4.2, (see [www.mineactionstandards.org](http://www.mineactionstandards.org))), and carry out demolitions in accordance with the requirements laid down in the relevant IMAS. Two EOD Trainers spent four weeks in Kurdistan Region (with arrival through Amman, Jordan to pass the SAIT and thereafter to Erbil, Iraq where the training was carried out at the IKMAA Training Base in Soran in Northern Iraq and conducted EOD training to a Level 3. as per IMAS. The trainers also provided advice and assessed individual skills of IKMAA EOD operators. The Contractor also provided a Project Manager for a period of ten days during the initial period of the contract. Concerning Render Safe Procedures (RSP), focus was on RSP's of Anti Personal (AP) and Anti Tank (AT) mines. This training was provided under a contractual agreement with SRSA whereas SRSA also provided EOD equipment to IKMAA for free. The total cost for this training was US\$ 10,000.

### **Information Management Training and Planning and Operations Training**

During the August 2007 a two-week training course on Information Management Training and Planning and Operations Training was carried out for eight IKMAA staff. The training was carried out by UNOPS in Jordan in cooperation with UNDP, NPA, the Mine Action Centre in South Lebanon, the Mine Action Office in Sudan and SRSA who provided an Information Management trainer at no cost for the duration of the training course. A study visit to NPA clearance operations in Jordan was conducted during the course, which was carried out in Jordan.

#### **The outputs of the project were the following:**

- The ability of the IKMAA to effectively manage the projects that it implements will be increased, as damaged, unusable, and expired demining equipment was replaced by up-to-date equipment.
- The introduction of supplementary, more efficient clearance technologies greatly improved the rates of clearance being realized within the programme. Complimentary to the training courses on EOD Training, Information Management Training and Planning and Operations Training improved the use of the financial resources allocated to the programme following the execution of the project.
- At the end of the project IKMAA had been given the necessary technical capacity and equipment to accelerate and enhance the on-going clearance activities.

Humanitarian and development goals and priorities were all addressed under this project, and all individuals and communities within the IKMAA area of responsibility will benefit from a more efficient and effective mine action programme following the completion of the project.

#### ***4.3 Key partnerships and collaborations, and explain how such relationships impact on the achievement of results.***

Regular meetings with the UNDP Mine Action team have been undertaken since the Project Manager was hired in early December. The Project Manager has also participated during UNDP Cluster A meetings when possible.