



NMAS 06.10

Management of Training

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Edition 2.1

Lebanon Mine Action Center-LMAC

Chekri Ghanem Casern–Fayadieh

Tel: +961 5 956143, Fax: +961 5 956192

Email: info@lebmac.org

Website: <http://www.lebmac.org/>

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Tel: +961 5 956143,

Fax: +961 5 956192

Email: info@lebmac.org

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Foreword

The National Mine Action Standards (NMAS) of Lebanon were first developed in the form of Technical Standards and Guidelines (TSG). These TSG were edited into the first edition of the NMAS in 2010 and were written to concurrently comply with the first edition of the International Mine Action Standards (IMAS). Since then, the scope of the IMAS has been expanded to include more components of mine action and amended to mirror the most recent changes to standards as required in today's operations. These changes, as well as changes in the local context of Lebanon, have necessitated a review and update of the NMAS.

As detailed in the National Mine Action Policy of 2007, the Lebanon Mine Action Center (LMAC) has the responsibility to execute and coordinate the Lebanon Mine Action Program (LMAP) on behalf of the Lebanon Mine Action Authority (LMAA), including the development and amendment of standards. Such standards shall be developed in a participatory approach that shall involve international, governmental, and nongovernmental organizations.

The NMAS shall be reviewed as needed to reflect amendments in the IMAS as well as incorporate changes to international obligations and local requirements. Such revisions shall be regularly made available on the LMAC's website www.lebmac.org or can be obtained through contacting the LMAC via the email info@lebmac.org.

Acronyms

IA	Implementing Agencies
LMAA	Lebanon Mine Action Authority
LMAC	Lebanon Mine Action Center
LMAP	Lebanon Mine Action Program
OJT	On-the-Job Training
RSHDL	Regional School for Humanitarian Demining in Lebanon
TMC	Training Management Cycle
TNA	Training Needs Assessment
ToR	Terms of Reference

Introduction

Capacity building of staff working in the Mine Action Programs in Lebanon is required to support and enhance the effectiveness of operations. The key tools used to build capacities across all pillars of mine action is training. Such training should be provided within defined core competencies identified for each position and deemed required for successful performance. All training should be designed to achieve the transfer and retention of defined knowledge and skills to the trainees, along with an appropriately responsible attitude to the work.

Based on the competencies required, staff working within the Mine Action Program in Lebanon should receive relevant training to enable them to conduct their work effectively and efficiently whenever necessary. Depending on need and the availability of qualified trainers, required training may either be provided internally or externally.

Internal training may include on-the-job training (OJT) or internal structured training. Training courses or workshops should be conducted at premises approved by the Lebanon Mine Action Center (LMAC), which may include the LMAC premises or the Regional School for Humanitarian Demining in Lebanon (RSHDL).

External training should include structured training that is customized to meet the specific needs of the HMA context in Lebanon. It may be provided by local training providers or by international training institutions or specialists.

All training provision should be based on assessed needs as identified by the LMAC or the Implementing Agency (IA) through the application of a Training Management Cycle (TMC).

Management of Training

1. Scope

This NMAS provides requirements and guidelines for the management of training programs that are implemented to enhance the efficiency and effectiveness of the Lebanon Mine Action Program. It presents a set of standards that should be applied to the assessment of training needs followed by the design, development, implementation and the evaluation of training programs. The standards apply to all training that is provided internally or externally in response to needs identified across all mine action pillars. Implementing Agencies (IAs) should adopt the systems outlined herein to guide the management of their internal training programs.

2. References

A list of normative references is provided in Annex A.

Normative references provide cross-referencing to other standards referred to in this standard and which form an integral part of the provisions of this standard.

3. Key Terms and Definitions

The following key terms and definitions are used in this NMAS:

- *Certificate of Attendance*: an official document recording that a named person or persons has attended a training event or workshop.
- *Certificate of Competence*: an official document recording that a named person or persons has passed a test or other assessment designed to determine whether the individual has reached a specified standard of knowledge or competency in skill-sets and/or knowledge in one or more subject areas that are recorded on the certificate.
- *Competencies*: abilities encompassing knowledge, skills and experience that, taken together, can define an individual's ability to accomplish a task.
- *Qualification*: professional certification, trade certification, or professional designation earned by an individual when that person has been assessed as competent in a specified skill-set.

In addition to the above terms, NMAS 04.10 provides a glossary of terms and definitions used across all standards.

As in the IMAS, the terms 'shall', 'should' and 'may' are used across all standards to indicate the required degree of compliance. For any organization working in Lebanon, the use of 'shall' indicates a compulsory requirement. The term 'should' indicates the national preference which may be varied with LMAC approval. The term 'may' indicates a suggestion that is not obligatory.

4. Responsibilities

It is the responsibility of the LMAC to monitor the standards of training and qualifications of each individual employed in Mine Action activities in Lebanon. It is the responsibility of the IA managers to provide appropriate training and maintain the highest level of competence so that staff can carry out their duties safely and efficiently.

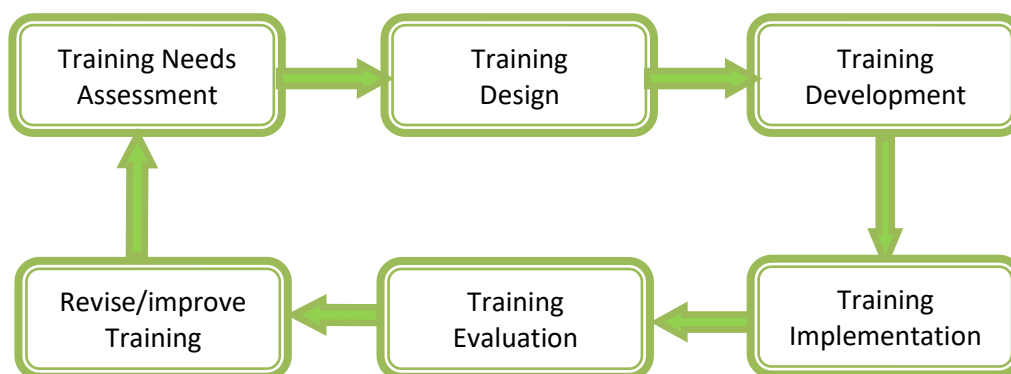
5. The Training/workshop Management Cycle (TMC)

To ensure that any training provided increases the safety and effectiveness of operations and supports staff members in the course of their work, training should target the core competencies required of employees as outlined in their job descriptions. The training required shall ensure that each staff member has the appropriate technical as well as management related competencies. A 'competency' is the knowledge, skills and attitude necessary to achieve the required end.

Taking the required competencies into consideration, any training program should comply with the following requirements.

- Start with a Training Needs Assessment (TNA).
- Be designed and developed to suit identified needs, with prior approval obtained on the training content from the LMAC.
- Be implemented by suitably experienced/qualified trainers. When training is provided externally, the training establishment selected should have a proven track record in successful training.
- Include objective testing and evaluation of trainees whenever a certificate of competence is to be issued.
- Be evaluated to gather lessons learned and provide feedback that informs the design and implementation of future training.

To manage the training, the Training Management Cycle (TMC) outlined in the graph below should be followed.



The cycle shown above may be initiated by the LMAC or by the IA.

5.1 Training/workshop Needs Assessment (TNA)

The first step in the training management cycle (TMC) is a training needs assessment (TNA). TNAs are conducted to determine whether training is needed, what sort of training is needed, and for whom the training is to be delivered. The assessment may be supported by the use of questionnaires, key informant interviews, and focus group discussions to analyze current competencies, current job performance, and define any gaps between current performance and the desired performance. It should identify the level of training needed, specifying whether it is basic, intermediate, advanced, continuation or refresher training.

There are three levels in the assessment process.

1. *Program Level Assessment*: this level focuses on assessing the context in which the staff is performing to determine where training is needed and in support of which objectives. Discrepancies between the desired objectives outlined in the Lebanon Mine Action Strategy and current program performance should be analyzed at this level. This assessment should determine whether discrepancies can be resolved with the use of training or whether alternative measures, such as a change in the program's strategy or structure, may better resolve any apparent discrepancy.
2. *Task Level Assessment*: this level identifies the competencies that are needed to perform work effectively in various jobs. It can also be used to make informed decisions about the tasks that are appropriate to be performed by persons holding each position within the Lebanon Mine Action Program. It should determine the team's current performance and available competencies, so identifying both immediate and long-term training needs.
3. *Individual Level Assessment*: individual level assessments are used to identify discrepancies between current performance and desired performance. It is used to determine who requires training and what kind of training is needed at the individual level so that performance gaps can be closed.

After a training needs assessment has been completed and training needs have been identified, appropriate training should be designed to answer those needs.

5.2 Training/workshop Development

During the development phase, training materials should be created, purchased, or updated to meet the objectives of a detailed training plan. When appropriate, any presentations, handouts, exercises, tests, case studies, and reference materials to be used in the training may be submitted for the review and approval of the relevant Head of Section at the LMAC. When the training is internal within LMAC, the materials shall be submitted to the section head at least 5 days in advance of the training for review and approval.

5.3 Training/workshop Implementation

Implementation is the most visible phase of the TMC. During this phase, the training program is delivered. Success may be influenced by the quality of the trainer(s), the design or the training, the support materials, or any combination of these factors. Training success should be measured by the extent of learning that has taken place in terms of the skills and knowledge that have been retained by trainees.

Any IA planning to deliver training to members of its Mine Action team in Lebanon should notify the LMAC in writing at least one month in advance of its intent to conduct the training. All IA's should ensure that written consent is granted by the LMAC before conducting any training in Lebanon. The LMAC shall reply to IA notices of intent to conduct training within 14 days of the notification being received.

Trainees who attend a training or workshop event that does not include an objective test of the trainee's acquisition of the training content shall not be awarded certificates of competence. They may be awarded Certificates of Attendance.

Trainees who attend a training or workshop event that includes an objective test of the individual trainee's acquisition of the training content should be awarded Certificates of Competence that list the skills/knowledge and attitude lessons that they have learned and retained.

5.4 Training/workshop Evaluation

The next step in a TMC is evaluation, which includes comparing the results achieved with the stated objectives and so determining whether the training needs have been met. This phase can also provide a set of lessons learned that can be used to inform and improve future training programs. The following tools may be used in the evaluation.

- Feedback Questionnaire for Trainee(s): an example can be provided by the LMAC.
- Feedback Questionnaire for the Trainer: an example can be provided by the LMAC
- Pre- and post-training assessments: these establish a baseline of knowledge or skills prior to the training and compare this to the knowledge or skills held after the training has been conducted. The two sets of scores are compared to indicate improvements and should be recorded and reported objectively.
- Simulation: this tool provides a bridge between the training program and the real-world implementation of the knowledge or skills obtained. Depending on the training being evaluated, simulation may be used as an evaluation technique. Performance of trainees during the simulation may then provide a measure of the success of the training.

5.5 Training revision/improvement

After evaluation of any training, potential improvements should be identified with the help of trainee feedback. When possible, trainee feedback should be augmented by an

assessment of each trainee's ability to put the lessons into practice in their job. The changing needs of the program and the context in which the work is being conducted make it likely that training revision will often be necessary to keep a training input relevant and to improve its success.

When the trainee's ability to put the lessons into practice is limited, this may be an indication that the training itself was not good enough. The same training should not be repeated without first assessing its appropriateness for the job.

What is thought of as 'best practice' in many skills and occupations changes over time and so a past qualification may not retain its value or relevance. Whenever appropriate, persons who have successfully completed a training course should be offered relevant 'Continuation training' to ensure that their skills are kept up to date.

6. Post-Training/workshop Considerations

Each LMAC staff member who attends any structured training should schedule a formal session to brief team members on the content and report on the results of the training received within two weeks of training completion. A copy of the training material provided to the participant should be made accessible to all interested colleagues. The LMAC recommends that all IAs in Lebanon follow the same or a similar post-training regime.

7. Roles and Responsibilities for Training courses/workshops

A training course or workshop may be held by the LMAC or by an IA. Whichever entity implements the training course or workshop, it should maintain complete records of the training held. Such records should include details of the training delivered, the trainer(s), attendance list, a copy of the participants' feedback forms, a copy of the trainer evaluation form, and a brief training report. All records should be maintained for the life of the Mine Action program. Any training records held by an IA that ceases to operate in Lebanon shall be submitted to the LMAC.

7.1 Role of the LMAC

The LMAC shall:

- support capacity building initiatives and make every effort to reply to training notifications initiated by IAs within two weeks from the date of receipt;
- assess training needs, coordinate training programs, and make available training opportunities to its team and IAs whenever possible;
- provide access, through the RSHDL, to a pool of qualified experts and trainers capable of delivering needed trainings whenever appropriate; and
- coordinate the issue of Certificates of Attendance or assessed Competence for training implemented by or through the LMAC.

7.2 Role of the IA

The Implementing Agency shall:

- ensure that any training implemented complies with this NMAS;
- notify the LMAC in writing, generally at least one month in advance, of its intent to hold training courses/events in Lebanon and ensure that written consent is granted by the LMAC before proceeding;
- provide the LMAC with a copy of any printed or digital training material to be used at least one week before the training course/event is to be held;
- coordinate the issue of Certificates of Attendance and/or assessed Competence with the LMAC;
- ensure that training activities are reflected in their annual work-plans; and
- maintain records as required this NMAS. Such records shall be submitted to the LMAC on request and when the IA's Mine Action program in Lebanon ends.

8. Procedure for Mine/UXO Search and Clearance Training

8.1 Introduction

A high standard of training is essential to maintain good management, sound operational procedures and safety during all EO survey and demining activities. All national and international agencies conducting survey and demining in Lebanon shall comply with the minimum training standards as outlined in this NMAS before conducting any survey or demining operations in Lebanon.

All agencies intending to conduct survey or demining operations in Lebanon shall submit appropriate SOPs for LMAC approval before deploying to the field. Their SOPs shall incorporate all aspects of the NMAS and contain detailed information relating to types and schedules of training, staff responsibilities regarding training, resources used in the training, and methods of quality assurance designed to evaluate the suitability and effectiveness of the training.

Appropriate basic, refresher and continuation training should be provided, incorporating all the requirements in this NMAS, and should be described in detail in the IA's training SOP.

8.2 Qualifications and Experience

All organizations engaging in mine/UXO search and clearance operations in Lebanon shall have senior staff members with relevant qualifications and experience in survey and demining operations. Whenever possible, they should also have the training skills necessary to train national staff in their area(s) of expertise.

Those specialists that are to conduct training shall be able to instruct trainees to the standards detailed in this NMAS. International staff must be able to satisfy the LMAC that they hold qualifications and experience adequate for their respective positions.

All staff completing survey or demining training shall only receive certificates of competence if they have been tested/assessed and found able to perform at the level required. This constraint applies to all agencies conducting survey or demining related activities, including NTS, TS, area search and Clearance, BAC, IED Clearance, and EOD work.

Due to the varied types and levels of demining related training courses and qualifications available internationally, the skills of all staff will be assessed by the LMAC to determine whether they are suitably qualified and experienced to conduct the relevant activity(ies) in Lebanon. All specialists shall provide a detailed Curriculum Vitae (CV) detailing their humanitarian demining experience and appropriate qualifications to the LMAC prior to deployment in Lebanon. Approval to operate will be granted when a review of their CV has shown that the person is suitably experienced/qualified to conduct the proposed operational or training role in Lebanon. No IA staff should deploy to Lebanon without first gaining LMAC approval of its senior staff qualifications.

8.3 Training Courses

The majority of courses available for survey and demining at the various practical and management levels are well known and the curriculum is generally similar in most IAs, with variations to detail depending on the approach of each particular IA. Training courses should be designed to comply with the requirements of the NMAS and the IMAS. Courses developed for use in another country should be modified to include specialized training specific to task implementation in Lebanon. Trainees may be awarded certificates of attendance on completion of the training event. Trainees should only be awarded certificates or competence either at the time of passing a post-training test/assessment or after a suitable probationary period.

8.3.1 Survey Training

Only persons trained and experienced in basic and advanced demining search and clearance procedures should be trained as surveyors. It is preferred that surveyors have a formal EOD qualification, but this is not a requirement. The training of surveyors must cover map reading and land navigation and the appropriate surveying techniques that are used by the IA and have been approved by the LMAC. The manual conduct of land survey should be taught even when automatic / computerized land surveying equipment is used.

8.3.2 Team Leader Training

All future instructors and designated Team Leaders and Supervisors should receive instruction in basic leadership, teaching techniques, supervisor responsibilities and LMAC reporting requirements. All persons employed in a Team Leader or Supervisory role in the

field shall have a basic EO search and clearance qualification and have successfully completed a basic First Aid course, as a minimum.

8.3.3 EO search and clearance training

The three levels of EO search and clearance training are Basic, Advanced and Supervisor. Successful completion of the basic EO search and clearance course is the minimum requirement for all staff involved in EO search and clearance activities in the field.

As a minimum, the basic EO search and clearance course should cover the following:

- the identification of explosive hazards found in Lebanon;
- the use of mine and UXO detectors available to the IA;
- safe trip wire detection and response;
- safe hazard excavation techniques;
- safe vegetation removal procedures;
- building/house search and clearance procedures;
- Battle Area Clearance (BAC);
- hazard and hazardous area marking; and
- basic First Aid.

The certificate awarded at the end of the course shall list each skill that the trainee has acquired and name the munitions on which they have been trained.

8.3.4 Advanced EO search and clearance training

An advanced course shall reinforce all of the Basic EO search and clearance sub-topics and include render-safe procedures and basic demolitions of single items of mines and specific ERW on which the individual has been trained.

This training should also include leadership training when the trainee will be given leadership responsibilities on successful completion of the training.

The advanced EO search and training qualification in Lebanon is equivalent to the IMAS EOD Level 1 training requirement, so the successful trainees may be referred to as EOD Level 1 qualified.

8.3.5 Supervisor EO search and clearance training

A supervisor's course should reinforce all Basic and Advanced EO search and clearance topics, cover appropriate staff management skills and include advanced Minefield Supervisory responsibilities including all the reporting requirements of the IA and of LMAC.

8.3.6 Explosive Ordnance Disposal Training

Persons with EOD qualifications should also have completed a Supervisor EO search and clearance course before being placed in a supervisory role unless their EOD training included those elements.

8.3.7 International levels of EOD training

There are four internationally recognized course levels for EOD in Humanitarian Mine Action. Whatever level of training is achieved, it is recommended that qualified persons are offered appropriate Continuation training at regular intervals to ensure that their skills are always up to date. The Internationally recognized levels of EOD training and competence are described in NMAS 09.30 EOD.

8.3.8 Medical Training Courses

Trained medical support is required at every TS and Clearance task so that there can be a professional response should a medical emergency occur. Each task site shall be served by at least one appropriately trained Paramedic. Paramedics should be registered with the local health authority nearest to the task site.

LMAC recognizes two levels of medical training.

1. Basic First Aid Training

Basic First Aid Training is a requirement for all field staff. Deminers/searchers, surveyors, drivers, and any management staff involved in the field operations should also pass a Basic First Aid Training course provided by the IA. The LMAC recommends that all IA staff should be required to pass this course. A first aid course should comprise appropriate instruction with a written and practical assessment of each trainee at the end. Any trainee who does not meet the required standard shall not be awarded a certificate of First Aid competency and shall not be deployed in the field.

Regular (at a minimum - biannual) refresher or continuation courses in Basic First Aid should be included in each IA's schedule (as submitted with their medical SOP).

As a minimum, the basic First Aid course should cover basic life and limb saving procedures such as Cardiopulmonary Resuscitation (CPR), Management of Bleeding, Splinting Fractures, Immediate Casualty Assessment, and Casualty Transport Techniques.

2. Paramedic Training

In addition to the skills required to receive a basic First Aid training qualification, Paramedics shall receive appropriate paramedic training and shall pass a rigorous post-course assessment before receiving a qualification listing their competencies and being permitted to deploy. Topics taught should cover, as a minimum, Advanced Life and Limb Saving Skills, Triage, and Long Term Patient Management. Paramedics should also be trained to provide

broad trauma treatment, to run a clinic, provide basic medical attention and provide medical advice on sanitation, hygiene and the prevention of disease.

Any trainee who does not meet the required standard shall not be awarded a certificate of Paramedic competency and shall not be deployed in the field.

Persons with existing medical qualifications should only be deployed as Paramedics after successfully passing the paramedic course assessment.

All Paramedics required to work in the field should also receive Demining training.

9. Monitoring of training

9.1 General

Monitoring of training should be conducted to ensure that the training is technically correct, professionally conducted and that it achieves its objectives. Plans for internal and external monitoring of training should be included in the Training Design stage of the TMC.

Monitoring of training may be done internally by the training provider, training organizer or training manager, and/or externally by the LMAC or specialists acting on the LMAC's behalf.

All monitoring should meet the following requirements:

- be designed to identify any areas in which the training does not meet the skills and knowledge transfer requirements;
- be designed to identify areas in which the training successfully meet the skills and knowledge transfer requirements that were planned;
- obtain input from a wide range of relevant people, including past trainees when possible because past trainees may be able to comment about the relevance of the training to their on-the-job conditions;
- assess the fairness of end-of training testing and its reliability as a guide to determining the extent of successful skills/knowledge/attitude transfer; and
- assess the level of trainee retention of the skills and/or knowledge and/or attitude that the training was designed to impart.

9.2 Internal monitoring

Internal monitoring of the training may include:

- assessing trainees' perceptions of the training using trainee assessments and individual feedback sessions that occur during the training;
- gathering trainee feedback after the training has been completed; and
- observing the conditions under which the trainees apply the knowledge, skills and attitude in their work.

When possible, past trainees should be asked to provide detailed comment about the relevance and usefulness of the training to them in their varied working roles.

9.3 External monitoring

External monitoring of the training may include private and group interviews with the trainees after the training to discuss the completed training. Topics covered during these interviews may include:

- training administration;
- training content and perceived relevance;
- instructor knowledge and skills;
- training equipment;
- training facilities; and
- trainee support.


Periodic assessment of the general training skills and the methods used by trainers may be made by the LMAC or specialists acting on the LMAC's behalf. This assessment should consider whether:

- the Training Management Cycle is being appropriately applied;
- the quality of theoretical and practical aspects of the training is appropriate,
- internal trainee tests and evaluation by trainers are conducted with objectivity; and
- trainees are benefitting in the manner planned.

When appropriate, external monitors should visit the trainee's workplace to observe the conditions under which the trainees apply lessons learned from the training in their work. These visits may also be used to discuss with the trainees' colleagues and supervisors how the training has affected the recipients' ability to fulfill the requirements of their positions.

External monitors should also consider any unsolicited comments from trainees that are received (either in writing or verbally) and may solicit comment in discussions at staff meetings or working groups.

The findings of external monitoring visits should be formally presented to the trainers and the organization delivering the training. Where internal and/or external monitoring identifies deficiencies in training, the trainer should make the necessary adjustments to the training.

	LEBANON NATIONAL MINE ACTION STANDARDS		Edition 2.1	NMAS 06.10
ANNEX A: Normative and Informative References				
March 2020				

The documents listed below constitute normative references which form an integral part of the provisions of this standard:

- Current LMAC and IMSMA reporting formats (request copies from the LMAC);
- NMAS 07.11 Guide for Land release;
- NMAS 12.10 Mine/ ERW Risk Education;
- NMAS 13.10 Mine Victim Assistance; and
- NMAS 04.10 Glossary of Mine Action Terms, Definitions, & Abbreviations used in the Second Edition of the NMAS.



ANNEX B: Example of a TNA form

March 2020

Individual Training Needs Assessments (TNAs) are used during performance appraisal. The form below can be completed with the person being appraised.

General Information

Employee Name

Supervisor's Name

Review Date

Major Tasks Performed (as listed in the Job Description)	Training Required?	If yes, specific training needed	Type of Training	Level of Training	Comments
	<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> OJT <input type="checkbox"/> Structured	<input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced <input type="checkbox"/> Continuation <input type="checkbox"/> Refresher	
	<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> OJT <input type="checkbox"/> Structured	<input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced <input type="checkbox"/> Continuation <input type="checkbox"/> Refresher	
	<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> OJT <input type="checkbox"/> Structured	<input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced <input type="checkbox"/> Continuation <input type="checkbox"/> Refresher	

NMAS 06.10, Edition 2.1: Amendment Record

The NMAS are subject to a comprehensive or partial review by the Review Board periodically. Changes in the context as well as safety requirements and efficiency considerations may necessitate amendments to individual NMAS standards more frequently. If this occurs, such amendments shall be given a number, dated, and detailed in the table below. The amendment should also be indicated on the header under the NMAS edition number.

Whenever the formal review of the NMAS is completed, a new edition shall be issued. Amendments that have taken place before the review date shall be incorporated in the new edition and the amendment record table cleared. Consequently, the recording of amendments shall start again until the next review.

The most recent revisions of the NMAS shall be posted on the Lebanon Mine Action Center (LMAC) website on www.lebmac.org.

Number	Date	Amendment Details
1	March 2020	Minor revisions throughout.