FOREWORD

Governments, the United Nations, non-governmental organisations and commercial operators have learned much about mine action over the years and many valuable tools have been developed for dealing with the problems that landmines, unexploded ordnance (UXO) and explosive remnants of war (ERW) pose to affected states and communities.

Mine Action programmes supported by the United Nations are now active in over 30 mine-contaminated countries around the world. Large numbers of national and international staff work in these programmes. All need quick access to basic programming information, formats and procedures that are accepted as good practice in their field. This handbook has been written and compiled with that need in mind.

The Mine Action Programming Handbook makes available to headquarters planning and programme staff the essential procedures and documents that they may need to do their job. In the Handbook, this target group is collectively referred to as “Programme Officers”. Similarly, the Handbook will be of value to many national managers and their Technical Advisers in mine-affected countries. In the Handbook, this group has been collectively referred to as “Technical Advisors”.

We hope that this Handbook will be seen as more than a “How to” book. It is a compendium of useful documents and information for those involved in Mine Action programmes at headquarters and in the field.

We are sincerely grateful to the Bureau of Political-Military Affairs, Office of Weapons Removal and Abatement of the United States Department of State for a generous grant which made this publication possible. We would also like to acknowledge the contributions of all UN agencies, departments, funds, programmes and offices, as well as the many international NGOs, mentioned in the Handbook, who have given valuable staff time and resources and also without whom the production of the Handbook would not have been possible. Particular thanks go to Mr. Stephen Bertrand who has patiently accepted comment and changes and produced the final product.

We hope that many friends and counterparts in the mine action world will find useful material in this book.

Martin Barber
Director
United Nations Mine Action Service
Department of Peacekeeping
New York
DISCLAIMER

Although care and attention is taken to ensure the handbook contents are current and accurate, the ever changing response to mine action programming implies the possibility that sections of the handbook may need updating.

Users are therefore responsible to ensure they have the current version of any policy or procedural document contained in this handbook. This can be achieved as follows:

1. Electronic updates can be found on the United Nations Mine Action Service (UNMAS) website (www.mineaction.org)
2. Updated hardcopies of the Handbook and/or amendments can be obtained from UNMAS.

Amendments, or suggestions for the inclusion of additional information, should be sent to the United Nations Mine Action Service for consideration in future drafts of the Handbook. (Send to mineaction@un.org)


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INTRODUCTION

AUDIENCE AND PURPOSE

The Mine Action Programming Handbook is a management and reference tool containing guidelines on the general roles and responsibilities of the different United Nations (UN) entities engaged in mine action at the headquarters level. It facilitates an understanding of their inter-relationships and the aims and policies that govern their activities. It details many of the processes involved in the strategic management approach taken by the UN over the life cycle of a mine action programme.

Principally aimed at the Programme Officer, the handbook also serves as a reference for others interested in knowing how the different UN organizations operate during a mine action programme. It demonstrates that no one organization can operate alone; each must communicate and coordinate with all stakeholders at different levels both inside and outside the UN for a programme to be successful.

The sequence of activity outlined in this handbook is oriented towards the United Nations Mine Action Service (UNMAS) programmes associated with humanitarian emergencies and peacekeeping operations, which are eventually handed over to the government of the mine-affected country - often with continued support from the United Nations Development Programme (UNDP). However, these situations are not the norm. The majority of UN-supported mine action programmes are nationally owned from the outset, with UNDP providing technical advice and capacity building support. Many aspects of the activities outlined in this handbook, however, are common to both scenarios.

The handbook purposely avoids dealing with programme management activities at the field level as this is addressed in the United Nations Office for Project Services (UNOPS) Operational Manual for UN Programme Managers.
MAJOR TERMS USED

PROGRAMME OFFICER

Describes the individuals acting as ‘focal points’ in headquarters for programmes in the field (Desk Officer, Technical Officer, Programme Officer, Threat Monitoring Officer, etc). For UNDP-supported programmes, the Programme Officer could be a member of the Resident Representative’s staff based at the Country Office.

TECHNICAL ADVISOR (TA)

Refers to the senior UN officer responsible for the UN mine action programme in the contaminated country (e.g. chief technical advisor, programme manager or senior technical advisor). For UNDP-supported programmes where technical advice and capacity building support is provided to a government-owned mine action programme, the TA is the counterpart and advisor to the national Director of the Mine Action Centre and to the Chairman of the National Mine Action Authority. S/he is responsible for assisting national staff to achieve the outputs specified in the UNDP Project Document.

NATIONAL MINE ACTION AUTHORITY (NMAA)

Describes the government department(s), organization(s) or institution(s) in a mine-affected country charged with the regulation, management and coordination of mine action. The TA may be closely involved in advising the government on the legislation necessary for this body to be established, including its composition, roles and responsibilities.

MINE ACTION CENTRE (MAC)

Is used to describe the organization - sometimes referred to as Mine Action Coordination Centre (MACC) or Mine Action Office (MAO) - that carries out mine risk education training, conducts reconnaissance of mined areas, collects and centralizes mine data and coordinates local mine action plans with the activities of external agencies, mine action NGOs and local deminers. The MAC normally acts as the operational office of the National Mine Action Authority. In UNMAS programmes, the MAC is implemented and managed by the UN as a transitional structure intended to become a nationally-owned and managed body to which UNDP may provide technical advice and capacity building support after transfer has occurred.

MINE BAN TREATY (MBT)

This term is used throughout the handbook to refer to the “Convention on the Prohibition of Use, Stockpiling, Production and Transfer of Antipersonnel Mines and their Destruction”.

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SPECIAL FEATURES IN TEXT

Text boxes with grey shading emphasise or expand on an idea in the paragraph next to which they appear.

Text boxes with no shading emphasise or summarise a point at the end of the section in which they appear.

Text appearing in the margin emphasizes a particular subject within that paragraph.
COMMON ACRONYMS USED IN THE TEXT

CAP    Consolidated Appeal
CCA    Common Country Assessment
CCW    Convention on Certain Conventional Weapons
CTA    Chief Technical Advisor
DEX    Direct Execution
DPA    Department of Political Affairs
DPKO   Department of Peacekeeping Operations
ERW    Explosive Remnants of War
GICHD  Geneva International Centre for Humanitarian Demining
HC     Humanitarian Coordinator
IACG   Inter Agency Coordination Group on Mine Action
IASC   Inter-Agency Steering Committee
ICRC   International Committee of the Red Cross
IMAS   International Mine Action Standards
IMSMA  Information Management System for Mine Action
MAC    Mine Action Centre
MAIWG  Mine Action Information Working Group
MASG   Mine Action Support Group
MBT    Mine Ban Treaty
MRE    Mine Risk Education
MSA    Management Services Agreement
NEX    Nationally Executed
NMAA   National Mine Action Authority
OCHA   Office for the Coordination of Humanitarian Affairs
POC    Point of Contact
RRP    Rapid Response Plan
TA     Technical Advisor
UN     United Nations
UNDP   United Nations Development Programme
UNICEF United Nations Children's Fund
UNMAS  United Nations Mine Action Service
UNOPS  United Nations Office for Project Services
UNSECOORD United Nations Security Coordinator
UXO    Unexploded Ordnance
VTF    Voluntary Trust Fund
The Bank World Bank Group
WFP    World Food Programme
WHO    World Health Organization

A comprehensive list of acronyms can be found in Annex 3.
OVERVIEW

Starting with an overview of mine action players, the handbook then follows a logical sequence of events in the life-cycle of a programme. At the back of the handbook, there are annexes containing guidelines, references, templates and checklists referred to in the main text.

CHAPTER 1
Coordination at the Global Level provides a general overview of the major groups involved in mine action programmes. It defines their respective specialities and outlines the various coordination mechanisms governing their mine action activities.

CHAPTER 2
Assessments defines the actual landmine problem in terms of its humanitarian, public health, and socio-economic implications and provides recommendations for a response. It outlines the process from identifying a country’s need for assistance through to submission of the final report.

CHAPTER 3
Programme Mandate and Formulation shows the work necessary to design an effective long-term strategy. The coordination process amongst key UN agencies is dealt with here in greater detail.

CHAPTER 4
Resource Mobilisation outlines the process of determining, sourcing and deploying financial resources to manage a programme effectively - the who, why, what, where, when, and how in regards to funding a mine action programme.

CHAPTER 5
Monitoring addresses the ongoing review of implemented mine action programmes and offers a comprehensive outline of how headquarters monitors the programme and the indicators it needs to judge its success.

CHAPTER 6
Evaluation and Transfer demonstrates the need to assess the impact of a programme and how lessons learned may be extracted for the benefit of other programmes.

ANNEX 1
Policy Documents provides the full text of key mine action policy documents referred to in the main text of the handbook.

ANNEX 2
Sample Documents and Templates supplies documents and forms for reference and use. These different sets of documents are provided to give additional details on how to complete many of the complex tasks required to ensure a successful programme. They are not intended to be used as de facto procedures for undertaking a task.

ANNEX 3
Research and Resources offers contact and website information for a variety of mine action resources. Where applicable, summaries of organizations and web links are provided.
COORDINATION AT THE GLOBAL LEVEL

1. Mine action is a complex discipline that encompasses five complimentary core components: (a) mine risk education; (b) mine clearance, including survey, mapping, and marking; (c) victim assistance; (d) destruction of stockpiled anti-personnel landmines; and (e) advocacy to stigmatise the use of landmines and support a total ban on anti-personnel landmines. Although mine action programmes may incorporate one or any combination of the above components, they should be as comprehensive as possible to meet the needs of affected communities.

2. The sheer scope of mine action and its multi-disciplinary nature requires that different parties will be involved in programme design and planning. It is therefore necessary to have a clear understanding of the players involved, their respective mandates, their area of technical expertise and the guidelines they follow when deciding on how and to what extent they can be involved.

3. Coordinating mine action activities is critical to ensure an effective response and to avoid duplication of efforts. By identifying the appropriate parties from the start and understanding their respective roles and responsibilities, the programme is more likely to achieve the desired results.

4. This chapter gives an overview of the major players and the coordination mechanisms governing their actions both at the headquarters and field level; it is divided into the following categories:
   - United Nations
   - International Organizations
   - NGOs
   - Commercial Operators
   - Donors
   - Coordination and Liaison Groups
   - Field Coordination
5. At the global level, the role of the UN in mine action is primarily one of coordination through the development of guidelines and standards, the collection and dissemination of appropriate information, the coordination of operational activities on the ground and the mobilisation of financial and technical resources. These functions are carried out with the support of, and in partnership with, various governments and non-governmental and international organizations. UN mine action programmes will take place either in a humanitarian context under the overall authority of a Humanitarian Coordinator, as part of a development programme under a UN Resident Coordinator, or in a peacekeeping operation under a Special Representative of the Secretary-General (SRSG). In some situations, programmes may relate to more than one of these entities.

6. Most UN mine action programmes are developed under the auspices of either the United Nations Mine Action Service (UNMAS) in humanitarian emergencies and peacekeeping operations or the United Nations Development Programme (UNDP) for long-term capacity building programmes, and are frequently executed with the support of the United Nations Office for Project Services (UNOPS). The United Nations Children’s Fund (UNICEF) is the lead agency for mine risk education, and the World Health Organization (WHO) leads on victim assistance1.

7. The UN policy on mine action and effective coordination2 encapsulates the key principles on which UN mine action is based and clarifies roles and responsibilities within the UN system. The following is a summary of the policy passages relevant to coordination:

- All relevant information on landmine contamination and its humanitarian and socio-economic consequences should be provided to UNMAS through the UN Resident/Humanitarian Coordinators in the field or other partners as appropriate, so that a comprehensive profile of the landmine problem can be developed and early action can be initiated.
- In dealing with the landmine problem, the UN will respect the fundamental humanitarian principles of neutrality, impartiality and humanity so that priority is given to those who are most vulnerable.
- The UN will take every opportunity to stigmatise the continuing use of landmines and to support a total ban on antipersonnel landmines.
- The UN supports a holistic approach to mine action, addressing its various elements in a complementary manner both in the field and at headquarters.
- Mine risk education, minefield mapping, marking and clearance, victim assistance and rehabilitation, stockpile reduction, advocacy to stigmatise the use of landmines, and support for a comprehensive ban are all integral parts of mine action.
- This holistic approach requires that appropriate attention be given to national ownership, sustainability and capacity building. In countries with long-term needs, mine action programmes must be sustainable and should include as a key component the development of a national/local capacity from the outset of mine action activities throughout the development of integrated programmes. A national/local capacity formed most often under the auspices of a government or

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1 See chart on page 10
local authority is characterized by its ability to develop and articulate overall policy and direction. It also must be able to plan, coordinate, manage, and sustain a programme that is accountable, cost-effective, and able to address the humanitarian and socio-economic implications of landmine contamination.

- Mine action initiatives must also be an integral component of the support provided to societies recovering from violent conflicts and must be included in strategies designed to rehabilitate health care, education, infrastructure, agriculture and marketing systems, to name but a few.

- To ensure effective coordination within the UN system, mine action activities should be organized in consultation with UNMAS\(^3\), and with the UN Resident/Humanitarian Coordinators in the field as appropriate.

- Donors, NGOs, and other entities involved in mine action should be encouraged to coordinate their activities with UNMAS and with the UN and local authorities responsible for mine action in the field.

- Without prejudice to an organization’s existing mandates and accountability processes, all requests for assistance in mine action should be reviewed in consultation with UNMAS.

8. The major UN system entities\(^4\) involved in mine action and their area of interest are described in the following pages.

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\(^3\) The IACG is a useful mechanism by which HQ coordination can take place.

\(^4\) Contact details for UN system entities involved in mine action can be found in Annex 3.
UNITED NATIONS MINE ACTION SERVICE (UNMAS)

9. UNMAS was formed in October 1997 by combining the mine action offices of the Department for Peacekeeping Operations (DPKO) and the former Department of Humanitarian Affairs, to serve as the single UN focal point for all mine action issues and activities. It is part of the UN Secretariat and placed under the authority of the Under Secretary-General for Peace Keeping Operations. Its responsibilities include:

Policy Development and Coordination

10. In consultation with relevant partners, UNMAS develops and implements UN policy guidelines on all mine-related issues. The main policy document for UN mine action is "Mine Action and Effective Coordination: The United Nations Policy."

Assessment and Monitoring of the Landmine Threat

11. One of the main responsibilities of UNMAS is the assessment and monitoring of the global landmine threat in order to identify needs and develop appropriate responses.

Programme Initiation and Programme Support

12. UNMAS, in cooperation with other agencies, is responsible for identifying and designing programmes in the context of humanitarian emergencies and peacekeeping operations. However, many mine action programmes supported by the UN are initiated following a request from governments of mine-affected countries and involve technical advice and capacity building support by UNDP.

13. In both cases, the majority of mine action programmes are executed at least in part with UNOPS.

Information Management

14. UNMAS coordinates the collection, analysis and dissemination of landmine-related information at the global level; it is also responsible for the development of appropriate standards for mine action information and information management systems5.

15. The Geneva International Centre for Humanitarian Demining (GICHD), a principal executing partner, installs and provides initial training of the Information Management System for Mine Action (IMSMA) software while UNMAS coordinates the process, sets priorities for system development and coordinates IT operator training.

16. UNMAS maintains E-MINE, a major information website for the mine action community.

Quality Management and Technology

17. UNMAS remains responsible for quality management through the development, maintenance and promotion of technical and safety standards for mine action. It is custodian of the International Mine Action Standards (IMAS)6 developed in cooperation with GICHD.

Advocacy and Treaty Implementation

18. UNMAS actively advocates for the universalisation and full implementation of both the Mine Ban Treaty (MBT) and the Amended Protocol II to the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to be Excessively Injurious or to have Indiscriminate Effects” (CCW). UNMAS also advocates for Protocol V of the CCW on Explosive Remnants of War (ERW)

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5 UN Information Management Policy for Mine Action (see Annex 1)
6 A full version of the standards can be found at: www.mineactionstandards.org
Resource Mobilisation

19. UNMAS coordinates UN resource mobilisation efforts and manages the Voluntary Trust Fund for Assistance in Mine Action (VTF). In order to inform the donor community of mine action needs, UNMAS annually publishes “Portfolio of Mine Action Projects”.

Rapid Response Plan

20. UNMAS is responsible for leadership in emergency mine action and coordinates the development and implementation of the Rapid Response Plan, in cooperation with other agencies, when an emergency response is necessary.

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

21. UNDP is responsible for addressing the socio-economic consequences of landmine contamination and for supporting national/local capacity building. When applicable, UNDP has primary responsibility for the development of mine action programmes in situations where the problem of landmines is being addressed by a mine affected state outside the context of a humanitarian emergency or a peacekeeping operation. UNDP works closely with UNMAS and shares all relevant information.

22. UNDP acts as a service provider to the national authorities of mine-affected countries and delivers services that enable those countries to deal with the problems of landmine and unexploded ordnance (UXO) contamination. These services include:

- Assistance in the development of sustainable programmes through provision of mine action-related technical advice and capacity building support. This encompasses:
  - Advice on the legislative framework for national mine action initiatives
  - Establishment and strengthening of the National Mine Action Authority (NMAA) and/or Mine Action Centres (MACs)
  - Development of national policies on mine action and associated work plans, particularly with regard to assessing and responding to the socio-economic impact of landmine and UXO contamination within the framework of the UN policy on mine action and the MBT
  - Implementation of Landmine Impact Surveys and projects to incorporate their results into National Mine Action Plans
  - Collection and dissemination of lessons learned
  - Delivery of management training courses through partners, and
  - Promotion of the socio-economic approaches to mine action

- Administration of relevant thematic global projects and trust funds, including projects for the socio-economic reintegration of landmine victims;

- Development of management training materials for senior and mid-level managers of national mine action programmes; and

- Resource mobilization support through liaison with donors, including the preparation of materials for inclusion in the “Portfolio of Mine Action Projects,” establishment of trust funds and preparation of Cost-Sharing Agreements, and the development and support of public-private partnerships, such as the Adopt-A-Minefield® programme of the United Nations Association of the United States of America (UNA-USA) and the Better World Fund.
THE UNITED NATIONS CHILDREN'S FUND (UNICEF)

23. UNICEF, working in collaboration with UNMAS, is the lead UN agency for Mine Risk Education (MRE). In this capacity, it supports the development of policies and standards insofar as they relate to MRE requirements. UNICEF:

- Works closely with UNMAS and UNDP to ensure that MRE is effectively planned, coordinated and implemented in the field;
- Works closely with UNDP to ensure that national MRE capacity is effectively developed when required;
- Actively supports a total ban on antipersonnel landmines, including promotion of the universal ratification and implementation of the MBT; and
- Works in close cooperation with other agencies on victim assistance and advocacy issues.

24. The UNICEF Landmines Team has two offices:

- The first office, as part of the Office of Emergency Programmes (EMOPS) in New York, has overall responsibility for coordinating emergency-related activities; fundraising; managing the global emergency reserve; ensuring coordination of assistance amongst the UN, international organizations, bilateral and NGOs from outside the region; and, supporting the Afghanistan Country Office and countries in the Latin American and Caribbean region (TACRO).
- The second office is part of EMOPS Geneva and is responsible for supporting all the UNICEF Country and Regional Offices for inter-agency coordination with Geneva-based UN System entities, NGOs and other international organizations; fundraising; and, staff training.

UNITED NATIONS OFFICE FOR PROJECT SERVICES (UNOPS)

25. UNOPS is a principal provider of mine action technical and management services within the UN system and assists partners to:

- Formulate projects and programmes focusing on implementation arrangements and budgetary requirements/constraints;
- Manage projects to completion, which includes:
  - Identification and recruitment of international and local staff;
  - Management and signature of agreements with donors for in-kind personnel;
  - Procurement of equipment;
  - Contracting of services through mine action NGOs and commercial firms;
  - Provision of technical and legal support;
  - Development of mine information systems to record minefield location and socio-economic impact and to support priority setting and tasking;
  - Build local capacity to increasingly assume full responsibility for mine action; and
  - Support to develop national mine action strategies, policies and plans
- Monitor project progress through technical missions; and,
- Provide substantial and financial reports to funding agencies.
DEPARTMENT FOR DISARMAMENT AFFAIRS (DDA)

26. DDA is the repository of all treaty-related information, in particular, information submitted under Article 7 of the MBT and under Article 13 of Amended Protocol II of the CCW, with the aim of supporting transparency measures and the facilitation of compliance. It is responsible for the organization of meetings of States Parties. DDA also:

- Monitors and analyses developments and trends in the field of disarmament;
- Supports the review and implementation of existing disarmament agreements; and
- Promotes openness and transparency in military matters, verification, confidence-building measures, and regional approaches to disarmament.

DEPARTMENT OF PEACEKEEPING OPERATIONS (DPKO)

27. DPKO was created in 1992 as the operational arm for all UN peacekeeping operations, and is responsible for their conduct, management, direction, planning and preparation. UNMAS is a division of DPKO.

28. Through DPKO, the Secretary-General formulates policies and procedures and makes recommendations on the establishment of new missions and on the functions of ongoing missions. The Secretary-General directs and manages all UN peacekeeping operations and reports to the UN Security Council on their progress.

29. Member States voluntarily provide equipment, troops and/or civilian police under UN command, for which they are compensated from a special peacekeeping budget. The roles and responsibilities of peacekeepers can be diverse and include:

- Implementation of peace agreements;
- Monitoring of ceasefires;
- Creation of buffer zones;
- Support for complex military and civilian functions essential to maintain peace;
- Early reconstruction and institution-building in societies devastated by war;
- Demobilization of former fighters and their reintegration into society;
- Mine clearance;
- Organization and execution of elections; and
- Promotion of sustainable development.

DEPARTMENT OF POLITICAL AFFAIRS (DPA)

30. The Secretary-General has designated the DPA as the UN focal point for post-conflict peace-building, which serves as the mechanism for ensuring that UN efforts in countries emerging from crises are fully integrated and faithfully reflect the mission objectives specified by the UN Security Council and the Secretary-General.

31. DPA provides advice and support to the Secretary-General on all political matters relating to the Charter on the maintenance and restoration of peace and security. Accordingly, DPA:

- Monitors, analyzes and assesses political developments throughout the world;
- Identifies potential or actual conflicts in which the UN could play a useful role;
- Recommends to the Secretary-General appropriate actions in such cases and executes the approved policy;
Assists the Secretary-General in carrying out political activities decided by him/her and/or mandated by the UN General Assembly and the UN Security Council in the areas of preventive diplomacy, peace-making, peace-keeping and post-conflict peace-building; and

Provides the Secretary-General with briefing materials and supports him/her in the political aspects of relations with Member States.

OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS (OCHA)

32. As the office responsible for the coordination of humanitarian issues, OCHA:

- Is responsible for sharing all relevant information with UNMAS and other partners regarding the humanitarian implications of landmines; and
- Works closely with UNMAS on resource mobilization in its capacity as manager of the Central Emergency Revolving Fund (CERF) and coordinator of the Consolidated Appeal Process (CAP).

FOOD AND AGRICULTURE ORGANIZATION (FAO)

33. FAO is involved in mine clearance activities related to its humanitarian agriculture relief projects.

OFFICE OF THE SPECIAL ADVISOR ON GENDER ISSUES (OSAGI)

34. The role of OSAGI is to reinforce the importance of gender mainstreaming in all United Nations peace-making, peace-building, peacekeeping, rehabilitation and reconstruction efforts, including mine action programmes.

UNIVERSITY OF SUDAN (UNHCHR)

35. UNHCR in coordination with UNMAS and other partners contributes to the collection and analysis of appropriate information to support the development of mine action responses when and where required. UNHCR also:

- Works with UNICEF to develop appropriate Mine Risk Education programmes in refugee camps; and
- Works with the World Food Programme for safe delivery of food to refugee camps.

OFFICE OF THE HIGH COMMISSIONER FOR HUMAN RIGHTS (OHCHR)

36. OHCHR works closely with other United Nations agencies, Member States and civil society organizations in advocacy on issues of access, freedom of movement and other threats posed by land mines, as well as drawing attention to serious humanitarian and human rights consequences of mines.
WORLD FOOD PROGRAMME (WFP)

37. WFP, in coordination with UNMAS and other partners, contributes to the early collection, analysis and dissemination of mine-related information. WFP helps determine emergency and humanitarian mine clearance needs relating to:

- The clearance of access roads for the delivery of food assistance;
- The clearance of land required for the safe return of displaced populations; and
- The clearance of crop land for agricultural use.

WORLD HEALTH ORGANIZATION (WHO)

38. Within the framework of its mandate, and in cooperation with UNMAS, UNDP, the International Committee of the Red Cross (ICRC) and UNICEF, WHO supports the development of policies and standards for mine action information and information systems insofar as they relate to victim assistance.

39. WHO ensures that information collection and management activities that concern victims are designed and executed within the principle of non-discrimination, so that all victims of trauma are equally served by the development of victim information systems.

WORLD BANK GROUP (THE BANK)

40. As a development agency, the Bank supports programmes in Member States that help lead to the eradication of poverty and to the promotion of sustainable development. Its support of mine action is based on the recognition that mine pollution is a significant obstacle to the reestablishment of normal development activities. Globally, the Bank shares responsibility with UNDP for convening donor groups in reconstruction situations and thus, has a major role in resource mobilization and in setting long-term agendas for international support for mine action and other needs. It works closely with all UN System entities.

41. The Bank is potentially one of the major sources of funding for mine action. However, it is important to keep in mind that the Bank’s Member States decide the priorities for the usage of funds. The Bank’s credits and loans can be used to support mine action in:

- Countries emerging from conflict where mine pollution significantly hinders a transition to peace and economic development;
- Countries with on-going conflicts where the conflict has led to the laying of mines but where hostilities have ceased in specific regions and where no new mine laying is likely to take place; and
- Countries where peace has already been consolidated, but where a residue of mine pollution left from previous conflict(s) blocks access and development in specific regions or where the transition from conflict is in process but where the magnitude of mine pollution puts specific populations at risk but does not block the transition to peace.
The Principal UN System Entities with Mine Action Mandates

UNMAS
- Policy
- Development and Coordination
- Assessment and Monitoring
- Programme Initiation and Support
- Information Management
- Quality Management and Technology
- Advocacy and Treaty Implementation
- Resource Mobilisation
- Rapid Response Planning

UNDP
- Socio-Economic Development
- Resource Mobilisation
- National Capacity Building
- Development of Integrated and Sustainable National Mine Action Programmes

UNICEF
- Mine Risk Education
- Victim Rehabilitation and Education
- Advocacy and Treaty Implementation

WHO
- Victim Assistance
- Development of Appropriate Standards and Methodologies
- National Health Services Capacity Building

UNOPS
- Development of Projects and Programmes
- Project Management
- Monitoring and Evaluation
- Local Capacity Building
- Substantial and Financial Reporting

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INTERNATIONAL ORGANIZATIONS

42. International organizations are defined as organizations with membership from and representing interests of more than one country. There are many international organizations involved in mine action. The following list highlights only a few.

INTERNATIONAL COMMITTEE OF THE RED CROSS (ICRC)

43. The ICRC takes the lead role within the Red Cross Movement for all mine-related issues.

44. ICRC cooperates with other mine action organizations according to its humanitarian priorities by developing mine risk education activities and providing assistance to victims.

45. ICRC is an invaluable source of information on landmine-related issues and contributes actively to the development of information management systems for mine action. Its objectives are:
   - To reduce the risk of civilian casualties in mine-contaminated areas;
   - To reinforce existing mine risk education programmes in an effective manner;
   - To encourage and promote Mine Risk Education as a national society activity in mine-affected countries;
   - To carry out assessments and surveys to determine the feasibility of and need for additional projects and, if appropriate, to support them;
   - To actively engage in advocacy of the MBT; and
   - To propose the adoption of a new Protocol V (CCW) on Explosive Remnants of War (ERW).

GENEVA INTERNATIONAL CENTRE FOR HUMANITARIAN DEMINING (GICHD)

46. The GICHD aims to promote cooperation in the field of mine action in three main areas:
   - Research work;
   - Operational assistance; and
   - Support for the MBT.

47. The mission of the GICHD is:
   - To assist the UN by providing services for their mine action-related activities, bearing in mind that UNMAS is the focal point for mine action within the UN system;
   - To contribute to the formulation and development of coherent strategies and procedures in mine action worldwide;
   - To provide specific operational support and assistance for ongoing mine action activities;
   - To support the implementation of the MBT;
   - To support the implementation and further development of the humanitarian mine action elements of the “Amended Protocol II to the Convention on Prohibitions or
Restrictions on the Use of Certain Conventional Weapons Which May be Deemed to be Excessively Injurious or to have Indiscriminate Effects” (CCW) in cooperation with States Parties to the Convention and the Protocol;

- To cooperate and coordinate with relevant organizations;
- To provide a variety of platforms for discussion and information exchange among relevant key actors in mine action; and
- To provide specific operational support and assistance to ongoing mine action activities. To this end, GICHD continues to develop the IMSMA system in cooperation with UNMAS and other users.

**ORGANIZATION OF AMERICAN STATES (OAS)**

48. The OAS has created a programme called “Comprehensive Action against Antipersonnel Mines” (AICMA). This programme incorporates the previously existing demining assistance effort into its structure and serves as the focal point for the OAS on all landmine issues.

49. The OAS, through the AICMA programme, has emphasized assistance to Member States who are signatories of the Convention and who request assistance with landmine stockpile destruction in order to meet their obligations under the accord. The OAS:

- Promotes a regional approach to mine action;
- Cooperates with the UN on several projects, including information management and standards;
- Calls on Member States to ratify and comply with the MBT of 1997, which prohibits the use, stockpiling, production, and transfer of antipersonnel landmines among signatory countries; and
- Collaborates with mine action NGOs, including the International Campaign to Ban Landmines, Landmine Survivors’ Network, Mine Action Group and the Survey Action Centre.

**EUROPEAN UNION (EU)**

50. EU funding supports mine-related projects on almost every continent, covering a range of activities from mine surveying, detection and clearance, mine destruction and demining research to assistance to victims and Mine Risk Education programmes.

51. There are two Council Regulations concerning action against anti-personnel landmines.

52. Operations financed under these Council Regulations shall in principle benefit those countries that are committed to the fight against anti-personnel landmines and are parties to the MBT. Exceptions may be made for humanitarian emergency, for assistance to mine victims and for actions in direct support of vulnerable civil communities, such as refugees and displaced persons, or where the national administration is not functioning.

53. The European Commission shall promote coordination and cooperation with international contributors and actors, in particular those that form part of the United Nations system and with NGOs, as well as other relevant entities such as GICHD.

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7 (EC) No 1725/2001 of 23 July 2001 and (EC) No 1724/2001 of 23 July 2001 – copies can be found in Annex 1
54. Wherever possible, EU projects should be clearly integrated within a national anti-personnel landmines programme, which is coordinated by the beneficiary government or by local authorities in cooperation with NGOs, or by an international institution mandated for that purpose. The aim should be for the project to be taken over, in due course, by the beneficiary government itself or by a local authority or NGOs in order to enhance local capacity and the sustainability of the project.

55. The EU has called for the elimination of all landmines worldwide in 10 to 15 years.
NON-GOVERNMENTAL ORGANIZATIONS (NGOS)

56. “Non-governmental organizations, as a category of organizational entities, were created at the founding of the United Nations. The category was invented in order to describe a specific relationship between civil organizations and the intergovernmental process, and since then the term has been loosely applied to any organization that is not public.”

57. NGOs exist in great numbers and varieties; some are international in focus and have branches in numerous countries, while others may focus on only a small, localized area. Some mine-related NGOs deal with only a single aspect of mine action, while others cover every aspect. Some have a considerable number of professional staff and substantial financial resources, while others operate thanks to the work of volunteers.

58. An NGO is:

- Non-profit making;
- Independent of government and of politically partisan bodies;
- Considered to work for the welfare/benefit and/or development of society or certain section of society; and
- An entity that functions according to its own constitution, rules and by-laws.

59. NGOs make an important contribution to mine action. They:

- Implement mine action programmes particularly in the areas of risk education, clearance, survey and victim assistance.
- Build indigenous capacities to respond to the consequences of landmines;
- Have highly developed skills related to mine risk education, mine survey and marking, mine clearance, data collection, analysis and programme management;
- Contribute to the promotion of safety and quality assurance standards;
- Raise local and global consciousness of the landmine problem (and its moral implications);
- Often work with affected communities prior to UN mine action involvement in a mine-affected country; and
- Serve as important partners in the implementation of integrated and cost effective mine action programming.

60. Because of their numbers and their diversity, this chapter does not capture all the types of NGOs, let alone the individual organizations. However, one organization stands out as a bridging organization to most NGOs involved in mine action - the International Campaign to Ban Landmines (see next page).

61. A list of many other major NGOs in mine action appears in Annex 2.

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8 “Globalization and Civil Society: NGO Influence in International Decision-Making” United Nations Research Institute for Social Development (UNRISD)

9 List of NGOs involved in mine action can be found in Annex 3
THE INTERNATIONAL CAMPAIGN TO BAN LANDMINES (ICBL)

62. ICBL was founded by a group of NGOs (Handicap International, Human Rights Watch, Medico International, Mines Advisory Group, Physicians for Human Rights, and Vietnam Veterans of America Foundation) in October 1992 and was co-laureate of the 1997 Nobel Peace Prize.

63. ICBL is a flexible network of organizations that share common objectives and represents over 1,100 human rights, de-mining, humanitarian, children's, veterans', medical, development, arms control, religious, environmental, and women's groups in over 60 countries, who work locally, nationally, regionally, and internationally to ban antipersonnel landmines. It is coordinated by a steering committee of nine organizations.

64. ICBL was a major factor in the achievement of the 1997 MBT, which came into force 1st March 1998. ICBL supports this international treaty, which bans the use, production, stockpiling, and sale, transfer, or export of antipersonnel landmines. ICBL advocates for:

- The ratification of or accession to the MBT;
- Compliance with the Treaty provisions;
- Increased resources for humanitarian mine clearance and Mine Risk Education programmes; and
- Increased resources for landmine victim rehabilitation and assistance.

65. ICBL publishes a document “The Landmine Monitor”\(^{10}\). It is a unique and unprecedented civil society-based reporting network to systematically monitor and document national compliance with the MBT and the humanitarian response to the global landmine crisis. Established in 1998 by ICBL, it is coordinated by a core group of five NGOs - Human Rights Watch, Handicap International, Kenya Coalition against Landmines, Mines Action Canada, and Norwegian People's Aid.

66. Approximately 125 researchers collect the information for the publication. Each is allocated a specific area related to landmines, and guidelines are issued to ensure some uniformity of content. Information is also discussed with the UN. These researchers are invited to participate in training courses and are encouraged to prepare a lengthier version of their reports on their area of focus to be published separately – preferably in the language of that country.

\(^{10}\) The Landmine Monitor website: http://www.icbl.org/lm/
COMMERCIAL OPERATORS

67. The UN works with international and local commercial companies on a variety of mine-clearance and explosive-ordnance disposal projects. A demining company may be a prime contractor, subcontractor, consultant or agent that is licensed to conduct one or more prescribed demining activities, such as technical surveys, mine risk education, marking, manual clearance, Explosive Ordnance Disposal (EOD) or the use of mine detecting dog teams and/or mechanical equipment to augment other clearance procedures.

68. Commercial companies perform many different mine action tasks such as:

- Providing experts to train local technicians;
- Developing national capacities so that demining can continue to be conducted in the host country without the need for foreign assistance;
- Introducing time proven technologies to increase safety, speed and accuracy of the clearance process; and
- Utilizing innovation to address problems unique to a particular country or clearance.

69. All commercial entities contracted under UN-sponsored, or supported, mine action programmes are required to operate in accordance with the International Mine Action Standards (IMAS).

70. UNOPS has the most experience within the UN system in dealing with demining contractors and should be approached for assistance on contracting issues.
DONORS

71. There are many types of donors such as governments, international organizations, charities, foundations and companies and each has its own area of interest. This may be political, geographic (certain countries or regions), programme specific (Mine Risk Education, clearance, advocacy, etc.) or a combination of all.

72. Donors are vital to mine action and offer different types of assistance such as funding and in-kind donations, for example, material goods (demining equipment, computers, etc.) and/or services (advisors, technical and administrative staff, etc.).

73. Donors are integral to coordination of mine action activities as they can ensure:

- Recipients of donor resources coordinate their activities with the host government and the UN;
- Projects they are funding are integrated in the overall development plan of a country\(^\text{11}\); and
- Recipients work to established IMAS.

**MECHANISMS\(^\text{12}\) FOR MOBILISING AND CHANNELLING DONOR FUNDS TO UN MINE ACTION EFFORTS**

74. These mechanisms include:

- The Voluntary Trust Fund for Assistance in Mine Action (VTF), managed by UNMAS;
- The country-specific trust funds, generally managed by UNDP;
- Management Services Agreement (MSA) signed by UNDP for execution by UNOPS; and,

**UN MINE ACTION INVESTMENT DATABASE**

75. This database (located at: www.mineaction.org) gives the mine action community a clear picture of past, existing and planned donor government activities. It can be used to:

- Allocate mine action resources more effectively through the identification of duplication, gaps, and trends;
- Develop a better understanding of relationships between the nature and extent of donor activity and mine action progress;
- Better communicate the efforts of donors to address the mine problem; and
- Provide data on their resource contributions into a password-protected investment database.

**MINE ACTION SUPPORT GROUP**

76. The Mine Action Support Group (MASG) is an informal grouping of donors which meets in New York with representatives from the Permanent Missions of the donor countries to the UN. This group takes a keen interest in mine action and receives briefings on a monthly basis from UN agencies involved in mine action, as well as from a variety of invited speakers. It is an effective means of making donor nations and their capitals aware of the needs of mine action.

**RESOURCE MOBILIZATION CONTACT GROUP**

77. This is an informal grouping that meets in the context of the inter-sessional work programme of the MBT. It seeks to make mine affected states aware of resource

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\(^{11}\) See Annex 2: “Suggested Principles for Integration of Direct Bilateral Support to Mine Action Programmes”

\(^{12}\) These mechanisms are discussed in more detail in Chapter 5 Resource Mobilisation.

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mobilization possibilities and to promote resource mobilization in support of the treaties’ objectives.
COORDINATION AND LIAISON GROUPS

78. There are various UN coordinating groups and mechanisms affecting mine action programmes.

I. GENERAL COORDINATION OF HUMANITARIAN AND DEVELOPMENT ACTION

THE INTER-AGENCY STANDING COMMITTEE (IASC)

79. The IASC is composed of the heads of the principal UN System entities and is chaired by the Emergency Relief Coordinator (ERC), OCHA. Among other things it is the central forum for discussion of disaster reduction policies, strategic applications, and programmes of action among the UN partners within the International Framework for Action.

80. Other invitees to the IASC are: the ICRC; the International Federation of the Red Cross and Red Crescent Societies; the International Organization for Migration; InterAction; the International Council on Voluntary Agencies; the Office of the High Commissioner for Human Rights; the Representative of the Secretary-General on Internally Displaced Persons; the Steering Committee for Humanitarian Response; and the Bank. The IASC meets formally at least twice a year. UNMAS participates when issues relating to mine action are discussed.

EXECUTIVE COMMITTEE ON HUMANITARIAN AFFAIRS (ECHA)

81. ECHA was created by the Secretary-General, with the aim of enhancing humanitarian coordination within the UN system. Chaired by the head of OCHA in his/her capacity as Under Secretary-General for Humanitarian Affairs, and composed of senior executives of various UN System entities, ECHA meets on a monthly basis in New York.

82. ECHA’s membership includes various UN System entities that add a political/military dimension to humanitarian consultations. It works closely with the Executive Committee on Peace and Security (ECPS) and the Development Group (DG), collaborating on developing a conceptual Strategic Framework as a tool to define the principles, goals and institutional arrangements for a coherent and effective UN response to a particular country in crisis.

EXECUTIVE COMMITTEE ON PEACE AND SECURITY (ECPS)

83. ECPS, in collaboration with other executive committees as appropriate, is responsible for the design and implementation of post-conflict peace-building initiatives, including the definition of objectives, criteria and operational guidelines for post-conflict peace building by the organizations of the UN system.

84. The DPA is the focal point and convenor of the Executive Committee on Peace and Security. However, the chairmanship is decided on each occasion on a pragmatic basis.

DEVELOPMENT GROUP (DG)

85. This is a grouping of UN programmes, funds and agencies engaged in development assistance and related activities. It is chaired by the Administrator of UNDP.

86. An Executive Committee leads the DG and is comprised of the heads of UNDP, UNICEF, the United Nations Population Fund (UNFPA), WFP, and other entities participating as warranted by their interests and mandates.

FRAMEWORK TEAM

87. The Framework Team is a mechanism for early warning and country planning and is composed of senior managers (D1/D2) from each of the participating organizations (DPA,
DPKO, OCHA, UNDP, OHCHR, UNICEF, UNHCR, WFP, FAO, the Bank and WHO) and facilitates the bringing together of other UN entities into a joint review and analysis process. This is accomplished by adherence to the principle that situations of concern to one or more of the participating departments, programmes, offices and agencies are required to be reviewed by the others from their unique perspective. UNMAS participates when required.

88. The Framework Team normally meets monthly or more often if needed to review and prioritise countries/situations of concern, principally through:

- Identifying an incipient crisis;
- Devising strategies for preventing and mitigating possible crisis; and
- Ensuring that appropriate measures are carried out.

II. COORDINATION SPECIFIC TO MINE ACTION

INTER-AGENCY COORDINATION GROUP ON MINE ACTION (IACG)
89. Chaired by the Under Secretary-General for Peacekeeping Operations, the IACG supports the overall inter-agency coordination of UN mine action initiatives and activities. It includes inter alia representatives from DDA, OCHA, UNHCR, UNICEF, UNDP, UNMAS, UNOPS, WFP, FAO, the Bank and WHO. It also meets more frequently at a working level when it is chaired by the Director, UNMAS.

STEERING COMMITTEE ON MINE ACTION (SCMA)
90. Meeting about twice a year, the SCMA supports the coordination of UN mine action initiatives with those of non-UN partners and is chaired by the Under Secretary-General, DPKO or Director, UNMAS. In addition to the members of the IACG, it includes inter alia representatives from ICRC, the ICBL, the GICHD, and invited international NGOs involved in mine action.

MINE ACTION WORKING GROUP (MAWG)
91. Formed in February 1998 by ICBL to serve as the focal point for addressing issues related to mine action, MAWG strives to ensure that the realities of mine action work in the field are reflected in global mine action policies developed by the international community.

92. MAWG is a loose structure, where the main medium of communication is by e-mail. Members of the group also meet for discussions within the context of various international mine action meetings.

MINE ACTION INFORMATION WORKING GROUP (MAIWG)
93. Established and chaired by UNMAS under the auspices of IACG, MAIWG supports the overall coordination of UN mine action information issues and activities. It reviews, validates and prioritises information and information system needs, and provides guidance and support to the GICHD in this context.
FIELD COORDINATION

94. In the framework of the Secretary-General’s Reform Agenda, all UN System entities are called upon to cooperate and to "act as one at the country level."

95. There are many different coordination mechanisms employed in the field. The type of mechanisms used will vary according to the situation and the response method employed.

I. PRINCIPAL MANAGEMENT COORDINATORS

96. Within the UN, the senior officer in country is responsible for coordinating humanitarian and development activities. Mine action is therefore always coordinated through the senior UN staff in country, who may be the:

- (Special) Representative of the Secretary-General
- UN Resident Coordinator
- UN Humanitarian Coordinator
- UNDP Resident Representative

SPECIAL REPRESENTATIVE OF THE SECRETARY-GENERAL (SRSG)

97. The SRSG is appointed by the Secretary-General of the UN and acts on his behalf having overall authority with regard to UN operations in the designated country. The appointment of an SRSG is normally reserved for those complex emergencies which require UN involvement in major political negotiations and/or when UN peacekeeping forces are deployed. If heading a political mission, the SRSG reports to the Secretary-General through the Under Secretary-General for Political Affairs or, if heading a peacekeeping operation, through the Under Secretary-General for Peacekeeping Operations.

98. The Resident/Humanitarian Coordinator retains the mandate for coordination of humanitarian assessment/response, under the SRSG's strategic lead. All concerned agencies and NGOs deal with the SRSG’s office through the Humanitarian Coordinator. In multi-dimensional peacekeeping missions, a Deputy SRSG will often assume the role and responsibilities of the Humanitarian Coordinator.

RESIDENT COORDINATOR (RC)

99. The Resident Coordinator is the UN Secretary-General's designated representative for development cooperation at the country level and is responsible for the integration and coordination of all the UN agencies present. S/he may also represent UN agencies not present.

100. The UNDP Resident Representative often undertakes this function. However, depending on circumstances, it may be the head of another agency.

HUMANITARIAN COORDINATOR (HC)

101. In complex emergencies, the Head of OCHA, as Emergency Relief Coordinator (ERC), may appoint a Humanitarian Coordinator to facilitate and coordinate humanitarian assistance. Usually this will be the Resident Coordinator. However, where there is no Resident Coordinator in place, or where the in-country situation means it would not be viable for the Resident Coordinator or a lead agency to carry out the humanitarian coordination functions, one will be appointed. The Humanitarian Coordinator is accountable to the ERC.
UNDP RESIDENT REPRESENTATIVE (RR)

102. The Resident Representative is the UNDP Administrator's designated representative at the country level. The Resident Representative often serves as Resident Coordinator, who is responsible to the Secretary-General through the UNDP Administrator for coordinating UN system operational activities at the country level.

103. Where UNDP provides technical advice and capacity building support to a national mine action programme, the Resident Representative is responsible for provision of that support through the TA and is a key player in resource mobilisation efforts and relations with governments.

II. PRINCIPAL PROGRAMME COORDINATION MECHANISMS

UNITED NATIONS RESIDENT COORDINATOR SYSTEM

104. Managed and funded by UNDP, this system aims to improve the efficiency and effectiveness of country-level operational activities of all different UN System entities by promoting a coordinated multidisciplinary approach to the needs of recipient countries. This includes sharing of information, joint planning and harmonisation of programme cycles. Coordination is achieved through several mechanisms including the monthly meetings of the Heads of UN System entities and any local consultative groups that may exist.

FIELD COORDINATION UNIT (FCU)

105. The Resident/Humanitarian Coordinator is supported by field staff who, depending on the scale of the emergency, may be organized into FCUs. These are usually staffed by OCHA, but may also include personnel from UN System entities or NGOs. The structure and size of FCUs vary depending on the nature of the complex emergency but their primary roles and responsibilities remain the same:

- Ensure common programming among humanitarian organizations in the field;
- Liaise regularly with government counterparts, NGOs and UN Agencies on humanitarian programmes and related requirements;
- Analyse and disseminate information on the humanitarian situation, including access to humanitarian partners and donors;
- Give press briefings on the situation;
- Plan, facilitate and monitor the Consolidated Appeal (CAP);
- Organise field assessments to affected areas for the UN, NGOs, governments and donors, and ensure appropriate follow-up; and
- Support UN Agencies’ efforts to build institutional capacity at national and local levels for adequate response to and management of humanitarian crises and disasters.

COMMON COUNTRY ASSESSMENT (CCA)

106. The CCA is a country-based, independent assessment undertaken by the UN to identify the critical gaps and issues impacting the development of a country. The process of formulating the CCA is a participatory one, involving all UN System entities, as well as key partners at the country level, in particular, governments.

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13 More information on UN coordination mechanisms can be found in “OCHA Orientation Handbook for Complex Emergencies” and “Independent Study of UN Coordination Mechanisms in Crisis and Post-Conflict Situations”.

14 The UNDP role as provider of funds and manager of the system was confirmed by the General Assembly in its resolution 53/192 of 15 December 1998.
107. The findings of the assessment are described in a CCA document and are used to formulate UN Development Assistance Framework.

**UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK (UNDAF)**

108. UNDAF is a mechanism for improved and more effective aid coordination and collaboration among UN System entities at the country level. UNDAF, both as a process and a product, is based on the CCA. It consists of common objectives and strategies of cooperation, and lays the foundation for cooperation with the government, and other development partners, through the preparation of a complementary set of programmes and projects. It will also identify the roles that each UN agency will play to assist in the country’s development.

**CONSOLIDATED APPEAL (CAP)**

109. In major or complex emergencies, which require a system-wide approach, the typical framework for mobilising international humanitarian assistance will be a CAP coordinated by the Humanitarian Coordinator.

110. Through the CAP, the UN presents to the international community a strategy for emergency humanitarian relief in a country (or sometimes an entire sub-region) and asks for the necessary assistance, covering the entire range of needs of the affected population.

**PORTFOLIO OF MINE ACTION PROJECTS**

111. Each year UNMAS, in consultation with all UN departments, agencies and funds involved in mine action, develops a “Portfolio of Mine Action Projects”. This portfolio outlines mine action programmes and projects supported by the UN and NGOs and is intended to promote field level coordination and to mobilise voluntary contributions to expedite their successful completion.
ASSESSMENTS

112. An assessment defines the landmine problem in terms of its humanitarian, public health, and socio-economic implications. The nature of the problem and the impact of the mines on affected communities have a major bearing on the development of an appropriate response.

113. Within the UN system, UNMAS is responsible for organising assessments in consultation with partners and the senior UN official in-country. Assessments take place as soon as a request is received or there is a recognised need.

114. The aim of an assessment is to:
   - Give an overview of the scope and impact of the landmine contamination and UXO problem in the affected country;
   - Identify constraints and opportunities relating to the development of mine action programmes;
   - Determine the existing national capacity to respond and establish how these capabilities can be integrated into a comprehensive strategy; and
   - Make recommendations for a response including institutional arrangements for the coordination and implementation of mine action activities.

115. An assessment does not detail the exact location of landmines – this is done by a survey which is normally carried out as part of a mine action programme and is often contracted out to other organizations.

116. This chapter outlines the different components of a successful assessment:
   - Threat Monitoring
   - Information Management
   - Forward Planning
   - Security
   - Rapid Response Plan
   - Assessment Missions

An accurate and credible assessment reduces the need for other organizations to conduct further assessments and lays the foundation for developing a mine action programme.
THREAT MONITORING

117. Threat monitoring is the process of identifying a mine-contaminated country; estimating the general location, extent and type of mine/unexploded ordnance; forecasting when conditions will allow assistance; determining the national capacity; and estimating the external resources required to respond.

PROFILING COUNTRIES AT RISK

118. Whenever a country is known to be contaminated with mines or UXO, a country profile15 should be created by an UNMAS Programme Officer to serve as the basis for future programmes and as the foundation for forward planning and emergency response.

119. The information gathered, although often incomplete, will nonetheless assist in determining the type and extent of mine action necessary. It also will help develop relationships within the country in advance of any programme.

120. Through reviewing and updating the profiles, priorities can be forecasted. When a country shows signs of coming out of war or is gearing up to clear its land of mines, the Programme Officer can alert the IACG who will review the profile and determine what responses may be necessary.

121. Once a country is identified as a potential candidate for mine action, the senior UN official in-country (usually the Resident Coordinator) will be requested to nominate a point of contact (POC) for mine action. The Programme Officer will then make contact with the POC (normally a staff member from the Resident Coordinator’s office) and request his/her assistance in:

- Developing the country profile;
- Forwarding information on any meetings (including agenda, participants and conclusions) in which mine action was discussed;
- Distributing any information packages received from UNMAS to the concerned parties;
- Forwarding data on mine-related incidents as to when they occur; and
- Giving updates on any government initiatives regarding mine action.

122. The Programme Officer assists the POC by:

- Keeping in regular contact and advising him/her on the different aspects of mine action; and
- Forwarding mine action information packages tailored to the needs of the country.

Profiles serve as the basis for future programmes and as the foundation for forward planning and emergency response.

15 See example of a country profile in Annex 2
INFORMATION MANAGEMENT

123. Information management is the process of providing the right information to the right persons at the right time in order to ensure the right decisions are made.

124. The Programme Officer must develop and maintain a systematic method for gathering, sorting and sharing information on mine-contaminated countries. Within mine action, information management is a process with several stages including:

- Collection and Collation
- Evaluation and Analysis
- Integration
- Interpretation
- Dissemination

COLLECTION AND COLLATION

125. The Programme Officer will collect data from many different sources e.g., media, UN country offices, UN Security Coordinator (UNSECOORD), etc.

126. After collecting the data, it is important for the Programme Officer to develop a system for sorting and indexing information as it is received. Categories and sub-categories should be created for all sectors of mine action so that incoming information can be collated appropriately. In cases where data is relevant to several categories, it should be copied to each to ensure proper analysis and integration. A collation system should be simple to operate and maintain, and require minimal effort.

EVALUATION AND ANALYSIS

127. The Programme Officer must reduce uncertainty and correct inaccuracies of data by assessing each piece of information as it is received for its relevance, accuracy and duplication. Similarly, the source of information is assessed for its reliability. Inaccurate data can corrupt the credibility of a database and lead to wrong decision-making.

128. Once evaluated, the data is analysed to identify and prioritise information and to remove that which is superfluous or unnecessary.

129. Analysis serves two critical purposes: it allows for the speedy retrieval of relevant information; and, when forwarding information to colleagues, ensures it is concise and pertinent. At times, the Programme Officer should re-examine the source of information to confirm its accuracy or completeness.

16 Information resources can be found in Annex 3
INTEGRATION

130. Integration involves the detailed examination of two or more pieces of information to establish patterns and to draw conclusions. Examples are the integration of media photographs of mine victims with unconfirmed reports from a local NGO.

131. The new data is examined to determine where it fits within the country profile and how it may be used to plan a future assessment mission or programme.

INTERPRETATION

132. Comparing new information against that which is known or suspected assists in building a profile of the country and in forecasting events. This may increase confidence in the reliability of a source of data, or it may raise new questions or uncertainty.

133. This stage of the process should be well-documented by the Programme Officer with assumptions clearly stated and reasons given for all deductions and conclusions. This provides an “audit trail” which can be re-visited should new information become available or should assumptions subsequently be challenged, revised or refined.

DISSEMINATION

134. The most critical part of the Programme Officer’s information management process is establishing a routine for disseminating information to colleagues and UN databases (e.g. E-MINE\(^\text{17}\)). However, information should not be dispersed widely; the target audience should be carefully selected and the information tailored appropriately. Through dissemination, information can be readily and easily used and exploited. For example, the Programme Officer should determine which desk officer in UNDP is responsible for a certain country and initiate an information exchange. Furthermore, when data is shared, it undergoes a variety of evaluation processes as partners review it and provide feedback on any inaccuracies.

Those who don’t give out information, who store it as if it is power, risk harming the programme

The life-blood of the mine action community is their databases. These are the repositories of information from all corners of the globe on all relevant subjects on mine action. The Programme Officer must identify the respective focal points, determine the format they require for submissions, and feed them relevant data.

\(^{17}\) E-MINE can be found at: www.mineaction.org
FORWARD PLANNING

135. Forward planning is advanced planning carried out in conjunction with other agencies when a mine action response appears imminent.

136. Although not the usual method by which a mine action programme commences, there are times when emergency mine action may be necessary. The Programme Officer may determine this from the media (reports of peace treaty negotiations or an end of conflict), partner organizations (OCHA declaring a humanitarian emergency or requesting specific mine action assistance) or other sources (UNDP Programme Officers in the field). Situations such as these are monitored closely and, if necessary, planning for the possibility of an assessment mission and emergency response begins.

137. Forward planning has several phases. The activities of the Programme Officer in one phase set the stage for the next. These include:

- Increased Monitoring
- Determining Resources
- Alerting Partners
- Coordinating and Planning

138. In this stage, the Programme Officer continues to build up the country profile, verifies current data and seeks to obtain new information\(^{18}\). The more information gathered, the more informed the response. Specifically, the Programme Officer:

- Updates lists of contacts within the national government, local and international organizations and donors involved in mine action;
- Opens lines of communication with key contacts and develops professional relationships;
- Refines any knowledge on the location and extent of landmine contamination and the socio-economic impact on development programmes;
- Obtains current maps (preferably digital);
- Studies neighbouring countries (How will they be affected? Refugee return? Etc.);
- Determines current status of the country in regard to the MBT and amended protocol II to the CCW;
- Researches current information on travel and health issues (UNSECOORD, UN Medical Services, UN Agencies, etc.);
- Investigates logistics of travel arrangements for assessment team including location, availability and cost of hotels and accommodation; and
- Updates all information regarding MOSS and any other security matters.

DETERMINING RESOURCES

139. As the situation changes so do the priorities. Based on the country profile and in the absence of a completed assessment, the Programme Officer must attempt to approximate the services or assistance needed to respond to the threat. The following information is needed:

\(^{18}\) See Annex 2 Research Resources
• Types of assistance victims will need and estimates of what they can reasonably expect to receive from national resources;
• What resources (personnel, equipment and finance) are available for mine action from international partners already in-country; and
• The various risks associated with establishing programmes and the level of acceptance from national authorities and communities.

ALERTING PARTNERS

140. The Programme Officer makes an inventory of UN agencies and other organizations (public and private, domestic and foreign) interested in that particular country and determines those that may be interested in giving assistance. Care is taken to ensure that UN agencies are associated with their areas of responsibility and interest such as:

- Socio-economic development (UNDP)
- Mine Risk Education (UNICEF)
- Project management, contracting and procurement (UNOPS)
- Refugees resettlement or camp establishment (UNHCR)
- Access roads for food delivery (WFP)

141. It is also important to be aware of circumstances when partners will not be interested in assisting. Donors, for example, often will not contribute resources to countries that are not signatories of the MBT.

142. After identifying potential partners, the Programme Officer creates an executive summary of the country profile and distributes it to the parties on the list with an attached memo advising on the possibility of mine action and soliciting expressions of interest. The replies will often provide an overview of what is available.

Delivery of effective mine action programmes accepts that no one organization can provide a complete range of services.

COORDINATION AND PLANNING

143. Feedback gathered from UN, donors and other organizations can provide the basis for future coordination of resources and activities. It also reveals the gaps in resource availability and allows time to develop alternatives for providing these services.

144. Once there is an overview of what is available, the Programme Officer can develop a plan for a coordinated response by:

- Identifying key organizations to be involved in the development of policies and standards;
- Looking for synergies and effectiveness among different organizations;
- Ensuring that the methods and programme policies of organizations do not conflict;
- Determining lines of authority and standard reporting formats;

A plan must be realistic and adaptable so that the changing needs of a situation can be reassessed as appropriate.
- Allocating specific tasks to those best-suited to perform them;
- Ensuring that resources are distributed to the areas of greatest need, and that they are distributed equitably; and
- Avoiding duplication and waste.

145. Although planning at this stage is tentative, the forward planning strategy can be shared with the IACG, IASC and other concerned partners who can then participate in the process. Look for areas of conflict and consider alternative plans. Be flexible in strategies but firm on humanitarian principles. Detailed planning is addressed in the next chapter.

146. There may be occasions when OCHA may request an emergency response plan for a humanitarian emergency. The Programme Officer will accept their authority and make every effort to assist. Coordination is a two way street.

147. Problems of coordination arise when:

- The Programme Officer responsible for the concerned country is not clear from the outset that s/he is the coordinator and the funnel for all information;
- The Programme Officer does not show the relevance of his/her position – coordination must avoid duplication of effort and resources.
- Vested interests are overlooked or omitted. This may be due to lack of information or oversight. Whatever the reason, it must be corrected as soon as it becomes obvious.
- Not sharing updated information on a regular basis causes other partners to go it alone. A system of sharing data must be implemented.

Forward planning is an important aspect of coordination. It provides an overall grasp of the problem, a general idea of the resources available and helps to ensure coordination if the situation eventuates.
SECURITY

148. Security of staff members is a key concern when planning any mine action programme. In particular it is important to be aware of the UN Minimum Operating Security Standards (MOSS).

149. MOSS is a fundamental security policy document governing all UN operations. It is system-wide and affects all UN staff members and their dependants whether operating in the field or based in headquarters.

150. MOSS was developed in response to the growing threat to UN staff in the day-to-day execution of their duties. It provides a mechanism to increase the security consciousness of personnel, reduce risk and establishes a minimum standard for all UN staff.

151. There are no exceptions to MOSS compliance. Every UN staff member must receive a minimum standard of security training and be given security equipment appropriate to the Security Phase area in which they travel or work.

REQUIREMENTS

152. The MOSS tables in Annex 2 illustrate the requirements for the different Security Phases. It commences with the requirements for countries in which no security phase has been declared, i.e. ‘No Phase’. This is followed by the requirements of the five separate Security Phases of the UN Security Plan. The tables are cumulative, with those requirements starting at ‘No Phase’ being implicit to all other Phases; e.g. the requirements of MOSS under Phase Three include all the requirements of ‘No Phase’, Phase One and Phase Two.

153. It should be noted that these requirements are a minimum. The Designated Official in each duty station, in conjunction with the Security Management Team19 (SMT), may decide that the minimum is not sufficient for local needs and increase the requirements accordingly.

154. There are costs associated with MOSS. For example, UN offices in a security phase country may be required to contribute to the cost of running a 24-hour/7-day per week UN common system communications centre and/or additional security staff. This includes salaries, vehicles, communication equipment, etc. Normally this is agreed upon by the SMT in country and costs are apportioned according to the number of staff each office employs. These costs must be reflected in the different programme/project budgets.

155. The policy, as a minimum, requires that:

- Security responsibilities must be included in the job descriptions of all staff in the field in line with what is already described in the Field Security Handbook;
- All staff members assigned to the field must acknowledge in writing that they have received a security briefing and understand the responsibilities in regard to their own security;
- All UN Offices and staff are MOSS compliant at all times; and,
- In the event that a Security Phase changes in a country, all UN System entities meet the new MOSS requirement within 30 - 60 days.

19 For more information concerning the Designated Official and the Security management Team refer to the UN Security Handbook.
PROGRAMME OFFICER
156. The Programme Officer is required to:

- Know and monitor the current MOSS requirements for any country under his/her authority;
- Ensure that all staff complete the “Basic Security in the Field: Staff Safety, Health and Welfare” course. (available on CD from UNSECOORD or on the UN intranet); and
- Brief each staff member travelling to the programme area on their MOSS requirements prior to departure. This includes knowing the type of security and telecommunication devices that are used in-country.

TECHNICAL ADVISOR (TA)
157. The TA is required to:

- Assume responsibility for the safety and security of personnel employed by the programme in the country, their eligible dependants and for the implementation of the security plan;
- Consult with and assist the Designated Official on all matters concerning MOSS compliance;
- Ensure full and complete compliance by programme personnel and eligible dependants with all security-related instructions;
- Ensure that all programme personnel attend appropriate security awareness training and briefing;
- Personally attend all training programmes;
- Ensure that personnel have adequate security and communications equipment in line with MOSS;
- Provide the Designated Official on a regular basis, with updated lists of all personnel employed by the programme and their eligible dependants in the area;
- Ensure that the Designated Official is at all times informed of the whereabouts and movements of programme personnel and eligible dependants in the area in accordance with established procedures;
- Report to the Designated Official all security-related incidents; and
- Ensure that movement of all personnel is undertaken in accordance with UN rules and procedures.
RAPID RESPONSE PLAN\(^{20}\) (RRP)

158. The Director of UNMAS is responsible for emergency mine action and has the necessary resources and staff on standby to respond at short notice. However, there are differences between peacekeeping and humanitarian emergencies.

159. If a request for emergency response from peacekeeping is received, key DPKO staff will immediately be involved in the planning process.

160. If a humanitarian request is received, the Director of UNMAS will convene an urgent meeting of the IACG. This group, composed of the UN system entities principally involved in mine action, will approve the response and provide specialists to assist, if necessary.

161. An emergency response may be requested by the:

- Government of the mine-affected country;
- Special Representative of the Secretary-General;
- UN Resident Coordinator or Humanitarian Coordinator; or,
- UN Integrated Mission Task Force (IMTF) prior to the establishment of a peacekeeping mission.

162. As soon as the request is received by UNMAS, an emergency meeting of the IACG will be convened at the working level. If the Director of UNMAS decides that staff should be dispatched before such a meeting can be held, the Director will consult the representatives of UNDP and UNICEF before they depart.

163. On arrival in-country, the RRP elements will work under the supervision of the senior UN official responsible for requesting their deployment. Terms of reference drafted for the deployed element will detail the exact relationship between UNMAS, the deployed staff and the requesting UN official.

164. Both the fixed and optional components of the RRP rely on cooperation and joint planning with mine action partners. They build on the capabilities of mine action organizations already in-country and agree to a response accordingly, ensuring the integration of individual plans in order to achieve an overall strategy. Coordination with NGOs working in mine action occurs at this level. To ensure that these activities take place, the following may need to be established:

- A RRP working group within the SCMA;
- RRP points of contact with mine action partners; and
- A method for sharing information with mine action partners in a timely manner.

165. An emergency response has two distinct components:

- Fact Finding Team (FFT)
- Mine Action Coordination Team

FACT FINDING TEAM (FFT)

166. A team of experts of up to 3 people, depending on the nature of the emergency, will be deployed within 3-5 days and gather information on the emergency. This will include

\(^{20}\) Reference for the RRP framework can be found in Annex 2.

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data on mines, injuries, Mine Risk Education, victims, administration, logistics, finance and anything else deemed pertinent and not already contained in the country profile21.

167. In the early stages of an emergency, critical information will be gathered from mine action partners already involved in the emergency or by the deployment of an appropriately configured FFT. The FFT will report to the Director of UNMAS, and should normally consist of staff experienced in mine action operations.

168. The team will gather information on the emergency situation to determine an appropriate UN response, as well as assist planners on deciding on the configuration of the next deployable element – the coordination capacity. It also will provide the Coordination Team with the information it requires for its own deployment.

169. Staff for the FFT will normally be drawn from UNMAS, UNICEF and UNOPS.

COORDINATION TEAM (CT)

170. The UN will coordinate its mine action response through a Coordination Team22. In cases where a national mine action authority and/or UN coordinating mechanism already exists, the Coordination Team will be designed to offer support and assistance to this authority, supplement the capacity of the existing team and will report to the senior UN official requesting its deployment.

171. However, in certain situations, it may be necessary and appropriate for the UN to assume some or all of the responsibilities, and to fulfil some or all of the functions of a national mine action authority. In such cases, the Coordination Team will initially assume these responsibilities and carry out these functions.

172. The tasks of the Coordination Team may include:

- Establishing a functioning facility for the Coordination Team and the follow on organization;
- Liaising with government, local, political and military authorities as appropriate,
- Initiating the following:
  - An accreditation process (if required)
  - Population of a database with known mine information
  - An operational priority setting mechanism
  - Implementation of Standard Operating Procedures (SOPs) based on the IMAS
  - A national standards framework
- Coordination with capabilities in-country to reduce the risk of mine/UXO incidents;
- Establishing a functioning coordination mechanism (such as coordination meetings, communications etc);
- Preparing a work plan for the immediate emergency phase;
- Establishing a basic communications network;
- Producing project proposals;
- Establishing a coordinated MRE campaign; and

21 Details on this team and their suggested terms of reference are contained in the Rapid Response Plan in Annex 2.

22 Guidelines and the terms of reference for the Coordination Team are included the Rapid Response Plan in Annex 2.
• Establishing a victim’s identification mechanism, including determining information requirements of victim service providers and establishing a victim referral mechanism in conjunction with the local authorities and service providers.

173. The Coordination Team will normally deploy as soon as possible after the FFT. Personnel will be on standby through a variety of mechanisms and normally recruited on standard conditions through UNOPS. Personnel for the Coordination Team will be recruited from NGOs, UN headquarters, UN mine action programmes, the UNOPS consultant roster and national staff. The Coordination Team will be staffed according to the situation, but normally will include the following appointments:

- Team Leaders
- Administration/Logistics/Finance Officer
- Programme Officer
- Operations Officer(s)
- MRE Officer
- Mine Information Officer
- Military Liaison Officer

174. In many cases, the most suitable candidate for a particular position may already be employed elsewhere. In order to maximise the opportunity for such people to be recruited, the Coordination Team will initially deploy for a set period of 90 days, thereby allowing sufficient time for more long-term recruitment to take place. After this 90 day period, the Coordination Team will be in a position to handover its responsibilities to a Mine Action Centre (MAC) or other coordination body.

175. The team will deploy with all the necessary equipment in order to function effectively, and will have the capacity to establish an information database based on the Information Management System for Mine Action (IMSMA). It will be able to provide accreditation if no other national mine action authority exists, and will liaise with any military force deployed.

RESPONSIBILITIES FOR UN SYSTEM ENTITIES

176. UNMAS has overall responsibility for the development, implementation and coordination of the RRP. Specifically, it has the following responsibilities:

- Conducting resource mobilisation for all aspects of the RRP and provide a donor brief and update;
- Advising UNOPS of specific requirements for mobilisation of optional operational capabilities;
- In cooperation with UNOPS, facilitating the review of organizations contracted;
- Selecting personnel for the FFT and Coordination Team in conjunction with UNICEF/UNOPS and provide training for the implementation of the RRP;
- Providing mine action input to the IMTF as required;
- As part of the Framework for Coordination, providing mine action input via the Framework Team;
- Deploying, supporting, and providing, as a minimum, the team leader for the FFT;

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23 Programme Officer’s checklist can be found in Annex 2.
• Determining, in conjunction with UNOPS, equipment requirements for the FFT and Coordination Team; and
• Promoting and providing guidance on IMAS as the foundation for establishing mine action programmes.

177. UNICEF, as lead agency for MRE, is responsible for the following:
• Providing a member to the FFT;
• Participating in the mine action planning process including contingency planning;
• Assisting in the population of the database of personnel deployable as part of the Coordination Team;
• Providing input into the overall MRE strategy; and
• Providing input into the overall victim assistance strategy.

178. UNOPS is responsible for the following:
• Establishing contracts or other appropriate arrangements with various NGO, governmental and commercial mine action partners for the optional operational capabilities;
• Establishing an agreement for the logistics provider;
• Conducting periodic reviews of contractual service providers;
• Contracting personnel from outside the UN system for the Coordination Team;
• Providing a member to the FFT;
• Purchasing equipment required by the FFT;
• Arranging rapid purchase mechanisms for those items of equipment not held by the logistics provider for the Coordination Team; and
• Participating in the mine action planning process.

179. UNDP is responsible for the following:
• In negotiation with UNMAS, assisting in the provision of in-country support and liaison if there is a resident UNDP country office;
• Coordinating deployment of Rapid Response assets in countries where UNDP is the lead agency for mine action;
• Reviewing CVs of Rapid Response staff and advising UNMAS and UNOPS on requirements of Rapid Response fixed and optional assets for countries where UNDP is the lead agency for mine action;
• Initiating, if appropriate, planning for longer-term capacity building activities;
• Participating in the mine action planning process including contingency planning; and
• Assisting in the population of a database of personnel deployable as part of the Coordination Team.

180. DPKO Office of Mission Support is responsible for the following:
• Dispatching mine action equipment to peacekeeping missions; and
• Providing appropriate support to the FFT and Coordination Team when part of a peacekeeping operation.

181. OCHA is responsible for the following:
• Providing in-country support and liasing if there is a Humanitarian Coordinator; and
• Participating in the mine action planning process including contingency planning.
ADMINISTRATION AND FINANCE

LOGISTICS
182. The equipment required to support the FFT will be held at UNMAS and signed out from the UNMAS RRP focal point in the event that a fact finding mission is required.

183. A scope of work will be prepared for a logistics provider who also will be required to provide accommodation, transportation support and medical support. Other equipment, such as computer equipment, will be purchased just prior to a deployment in order to ensure that it is not obsolete and that it is appropriate for the location to which it is to be deployed.

FUNDING
184. The RRP will be funded via contributions from the VTF. Funding for fielding the FFT and Coordination Team will be provided from earmarked resources in the VTF.

185. Funding for the operational capabilities will not normally be available from existing funds in the VTF and will therefore need to be sought from the donor community.

186. A donor meeting will be convened, by UNMAS, or UNMAS together with UNDP for countries where UNDP is the lead agency for mine action at the earliest opportunity for each specific emergency in order to mobilise the resources necessary for these capabilities.

187. When the Coordination Team is deployed as part of a peacekeeping operation, the Assessed Budget may meet some or all of the costs.
ASSESSMENT MISSIONS

188. UNMAS is committed to respond to requests for an assessment within two months of receipt and, for emergency situations, within two weeks.

189. Assessment missions can be broken down into distinct stages:
   - Requests
   - Preparation
   - Planning
   - Field Trips
   - Final Report

REQUESTS

190. Formal requests for multi-disciplinary assessment missions are normally presented as follows:
   - From a government\(^2\) to UNMAS through their Permanent Mission to the United Nations;
   - From a government to UNMAS through the senior UN official in-country;
   - From UNMAS, in consultation with the IACG and the senior UN official in-country, if it is determined there is an urgent need for an assessment. In such cases, a Note Verbale\(^2\), drafted by the Programme Officer and signed by the Under Secretary-General for Peacekeeping Operations, will be sent to the country’s Permanent Mission to the UN requesting permission for the assessment to take place.

191. NOTE. In circumstances where either a UN transitional authority or a peacekeeping mission exists, UNMAS deploys an assessment mission under the existing UN mandate.

192. The UNMAS Programme Officer will collate information from the country profile and different organisations such as NGOs, Landmine Monitor, etc. and prepare a point paper (see Annex 2) of the country to be distributed to partners.

193. The security and political aspects of the country are then reviewed and discussed with:
   - The senior UN official of the concerned country;
   - IACG
   - Department of Political Affairs (DPA)

194. The senior UN official will advise on the feasibility of undertaking a mission to the country. S/he will also ensure the government understands the requirements of the assessment team. For example, the assessment team will want to meet with opposition forces to discuss mine contamination.

195. The IACG will review the request within the context of other priorities and determine if it warrants immediate action. The major factors are as follows:
   - Humanitarian Impact: Landmine contamination has resulted in a humanitarian crisis, reflected by the number of victims or affected communities. This includes

\(^2\) This includes requests for assistance under Article 6.7 of the Mine Ban Treaty

\(^2\) An example of a Note Verbale can be found in Annex 2.
situations where mines prevent the delivery of humanitarian aid, and also potential problems as a result of the planned movement of returning refugees and IDPs. Other humanitarian considerations can be added as they are identified.

- Socio-Economic Impact of landmines on planned or ongoing developmental projects and activities, such as infrastructure redevelopment, reconstruction, agriculture, and education.
- Mandated Activity: based on current or planned UN operations or activities.

196. If warranted, the IACG will develop general terms of reference for the assessment mission (see Annex 2) and will agree on the selection of the team leader.

197. The Department of Political Affairs will advise on the political and security situation as it may affect the ability to implement mine action activities. This includes aspects of the general political environment such as stability and a demonstrated commitment to a non-use policy.

PREPARATION

198. Once an assessment mission is approved, different players have specific and interrelated tasks:

UNMAS

199. The Programme Officer\(^{26}\):

- Drafts a letter, signed by the Director of UNMAS, informing the senior UN officer in-country that an assessment mission is planned, and requests a POC to assist with planning arrangements for the mission;
- Informs the country’s Permanent Mission in the form of a Note Verbale of the planned assessment; and
- Identifies a team leader\(^{27}\) to coordinate and lead the assessment mission who will:
  - Request key agencies (normally UNDP, UNICEF and WHO) to nominate a representative to join the assessment and assist with planning
  - Ask the representatives to contact their respective country offices to inform them of the mission, request their support and solicit their input.
  - Arrange meetings of team members to discuss details on the scope and arrangements for the mission, which will be detailed in a terms of reference.

Senior UN Official

200. The Senior UN official in-country nominates a POC to prepare for the assessment team. The POC is responsible for:

- Arranging meetings with:
  - Senior UN official in-country
  - Heads of UN Agencies in-country
  - Representatives of Ministries (Defence, Health, Education, Interior, Agriculture, Reconstruction, Transport, Telecommunications, etc.)
  - Military and police officials
  - International and local NGOs
  - International Organizations such as ICRC
  - Donors

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\(^{26}\) Programme Officer’s checklist can be found in Annex 2.

\(^{27}\) Possibly the Programme Officer
• Administrative and Logistic Support including:
  o Interpreters
  o Transportation to meetings (some areas will require military support such as vehicles or helicopters, etc.)
  o Accommodation for team members

In some countries, due to the nature of the conflict, it may be necessary to transit a third country to talk to opposition forces or to visit sites of interest. The team leader, in consultation with the point of contact, should factor this travel into the team’s agenda.

PLANNING

201. An accurate assessment requires thorough planning. The information collected triggers specific actions relating to programmes thereby requiring team members to be aware of their roles, responsibilities and information needs.

202. Because an assessment lasts between one and two weeks, the team must cover a lot of ground in a very short time. The better planned and prepared the team the more likely the assessment will be successful.

203. The team leader as the overall coordinator must plan and organize the mission in consultation with the other team members.

TEAM COMPOSITION

204. Although the team is normally composed of representatives from the key mine action UN System entities (UNDP, UNICEF and WHO), there are situations when it may be beneficial to include others. For example, UNHCR should be included if mines are impacting refugees; WFP if landmines affect food supply transport routes; or UNOPS if implementation is expected to follow soon after the mission.

205. Input from others is desirable; however, the team leader must offset their contribution and consequent logistics and administrative requirements by the value they bring to the assessment. The use of field-based representatives, where possible and appropriate, should be considered as a means of keeping team numbers at ideal levels.

206. It may be necessary to contract the services of a consultant or a qualified organization to undertake or participate in an assessment mission. For example, GICHD could be contacted to provide an expert on stockpile reduction. The team leader consults with other organisations not participating in the mission to follow-up on any vested interests pertaining to them.

RESPONSIBILITIES OF TEAM MEMBERS:

UNMAS policy advisor

207. In some cases, a policy advisor from UNMAS will accompany the team (The policy advisor could be the team leader). Under the authority of the team leader and within the framework of the mission’s terms of reference, the policy advisor is responsible for ensuring that issues related to the UN policy on mine action and the promotion of a global ban on anti-personnel landmines, as well as relevant political and security concerns, are addressed. S/he:
• Liaises with DPA and diplomatic missions as appropriate; and
• Presents the UN policy on mine action and the UN partners' main roles and responsibilities when meeting with UN representatives, government officials, and diplomatic missions.

208. The UNMAS policy advisor gathers information and reports with emphasis on:
• The overall impact of the landmine/UXO situation, including the impact on national reconciliation when applicable;
• The political and security environment;
• Status of the country vis-à-vis the MBT and the Amended Protocol 11 to the CCW;
• The commitment of the host country to support mine action actively; and
• The position of the donor community.

UNDP representative
209. Within the framework of the mission's terms of reference, the UNDP representative (who also may serve as the team leader) is responsible for ensuring that the interests of UNDP are addressed.

210. S/he gathers information and reports as required with a particular emphasis on:
• The impact of the landmine/UXO contamination on reconstruction and socio-economic development;
• The local / national administrative structures;
• The existing capacities to support mine action; and
• The requirements associated with the development of appropriate capacities for mine action.

UNICEF representative
211. Within the framework of the mission's terms of reference, the UNICEF representative is responsible for ensuring that the interests of UNICEF are addressed.

212. S/he gathers information and reports as required with a particular emphasis on:
• The impact of landmines on children, civilian populations and humanitarian aid;
• The local capacities available to support Mine Risk Education and victims rehabilitation;
• The existing activities to support Mine Risk Education and victim rehabilitation;
• The willingness of the various parties, including donor countries, to support Mine Risk Education and victim rehabilitation; and
• The requirements associated with the development of Mine Risk Education and victim rehabilitation activities.

OCHA representative
213. Within the framework of the mission's terms of reference, the OCHA representative is responsible for ensuring that the areas of concern to OCHA are addressed.

214. S/he gathers information and reports as required with a particular emphasis on:
• The humanitarian impact of the landmine/UXO problem, including the impact on refugees and IDPs, the delivery of humanitarian aid, and settled populations;
• The activities already initiated to respond to the problem;

UNMAS is responsible for addressing humanitarian needs in the absence of OCHA.

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• The humanitarian concerns of the host country, NGOs, international organisations, UN System entities and diplomatic missions in relation to the mine/UXO problem; and
• The requirement for emergency assistance if applicable.

WHO representative
215. Within the framework of the mission's terms of reference, the WHO representative is responsible for ensuring that the concerns of WHO are addressed.

216. S/he gathers information and reports as required with a particular emphasis on:
• The impact of landmines on health;
• The local capacities available to support victim assistance;
• The existing activities to provide assistance to landmine victims;
• The willingness of the various parties, including donor countries, to support victim assistance; and
• The requirements associated with the development of health service capacity for sustainable victim assistance.

AGENDA
217. It is important that the agenda reflects the needs of the different agencies and incorporates their information requirements into the mission schedule.

218. To this end, the team leader must ensure that the POC in-country is aware of the team’s requirements when arranging meetings and logistical support and informs him/her of any additional requirements for meetings or field visits.

TERMS OF REFERENCE
219. Terms of Reference for the mission will be developed and finalised by the team and then forwarded to the senior UN official in-country (through Director, UNMAS) with a request that they are distributed to representatives of the national authorities and all other organisations on the agenda.

220. The Permanent Mission of the government will similarly receive a copy of the terms of reference.

TRAVEL
221. The team leader will contact the Designated Official to determine if security clearance is required to travel to the country or any part thereof. If so, the team leader will forward the necessary bio-data of the team members and their itinerary to the Designated Official for approval. The team leader will copy the clearance to team members so that they can inform their respective security office.

222. The team leader will determine visa requirements and inform team members accordingly.

223. The representatives participating in the mission submit a request for Travel Authorisation. In the case of UNMAS, the request is submitted, along with a copy of the terms of reference, to the Director, UNMAS for approval.

224. Vaccinations or other necessary medical treatment must also be completed well in advance of travel through the Medical Services Office.

See example in Annex 2
Designated Official is normally the senior UN Officer in country.
COST OF MISSION

225. Assessment mission costs are normally assessed in the budget of the VTF. Approximately 90% will be travel-related costs.

226. Agencies will cover costs of sending their respective team members.

227. UNMAS will reimburse field offices for mission expenses (e.g. interpreters and transportation).

IN THE FIELD

228. On arrival, the team leader introduces the team to the senior UN official, briefs him/her of their mission and presents any updated documentation. In some situations, the team may be required to attend a security briefing by the Field Security Officer\(^ {31} \) (FSO).

TEAM LEADER

229. During the mission, the team leader:

- Introduces the various team members at meetings;
- Presents the mission's terms of reference and objectives during meetings;
- Explains what input is needed for the debriefing and the final report;
- Gathers information deemed necessary for the purpose of the mission, with a particular emphasis on:
  - The scope of the landmine/UXO contamination (types of mines and UXOs used; areas known or suspected to be contaminated; and statistical data when available)
  - The overall impact of the landmine/UXOs (where applicable: national reconciliation; repatriation of refugees; resettlement of IDPs; delivery of humanitarian aid; reconstruction and development; health services; and casualties)
  - The existing capacities available and the activities initiated to deal with the issue (local/national administrative structures; information initiatives and capacities; victim assistance initiatives; and medical capacities to assist and rehabilitate landmine victims)
  - The political/security situation (including: position of country vis-à-vis the MBT and the amended protocol II to the CCW; commitment of the various parties involved to supporting mine action actively and to desist from stockpiling, using, and transferring antipersonnel landmines; position of the donors; potential impact of the security situation on a mine action programme; and points of contact)
- Assembles the team daily to review and discuss progress;
- Liaises with POC to ensure logistical requirements are in place for each meeting (e.g. transportation and interpreters); and
- Is responsible for coordinating any travel arrangements with the FSO and ensuring that the team complies with security instructions.

TEAM MEMBERS

230. During the mission, the team members work under the authority of the team leader. Due to the inter-relational nature of the meetings, the team works as a single unit. However, in some instances where meetings overlap, the team will split according to

\(^ {31} \) The FSO is responsible for the security of all UN staff members in country. S/he works directly under the Designated Official.
priorities. For example, the representative of WHO would attend a meeting with hospital staff.

**ADVOCACY**

231. The team leader or policy officer, when present, will take the opportunity to advocate wherever appropriate on the MBT and emphasize that assistance is facilitated once the treaty is signed. The team will point out that some key donors do not donate to non-treaty countries.

**DEBRIEF**

232. At the end of the mission, the team compiles a debriefing report for the senior UN official and other officials such as Heads of UN System entities and donors.

233. Team members will provide their input in writing in accordance with the guidelines listed as follows:

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<th>STANDARD DEBRIEFING OUTLINE</th>
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<td>EXPECTED CONTRIBUTIONS FROM TEAM MEMBERS</td>
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Main Contributor/s

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<th>General observations</th>
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<td><strong>I</strong> BAN ON LANDMINES</td>
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<tr>
<td>Observations/findings</td>
<td>UNMAS</td>
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<td>Conclusion/recommendations</td>
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<td><strong>II</strong> VICTIM ASSISTANCE</td>
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<td><strong>III</strong> MINE RISK EDUCATION</td>
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MAPH draft 26 March 2004
234. The team leader will review the contributions for the debriefing report in consultation with the team members and seek consensus on their findings and recommendations.

235. It is important to note that the debriefing report contains preliminary findings only. The report is not distributed at this time and is subject to further analysis at headquarters. However, in some cases, a copy may be left with the senior UN official.
FINAL REPORT

236. Analysis of data is crucial to the planning of mine action programmes. The information gathered gives an overview of the nature of the response and the resources required.

237. The team will have up to three weeks after the assessment to draft their respective submissions under the following general outline (adaptable according to the situation):

BACKGROUND
History of the landmine contamination and reason for assessment mission

OBSERVATIONS
Current Environment
• International environment (relationship and treaties with other countries)
• Socio-economic environment
The landmine/UXO threat
• Locations of Mine/UXO
• Types of Mine/UXO
• Environmental Conditions
The consequences of the presence of Mines/UXO
• Mine/UXO accidents
• Socio-economic impact
Capacities and current activities that deal with the problem
• Detection and clearance capacities: Current and Planned
• Priorities and Achievements
• Mine/UXO Information Management
• Donor support provided
• Mine Risk Education
• Victim assistance
• Advocacy and international conventions
Conclusions and Recommendations
• Conclusions
  o General
  o Detection and clearance
  o Mine Risk Education
  o Victim assistance
  o Ban on landmines
  o National mine action structure
• Recommendations
  o General
  o Detection and clearance
  o Mine Risk Education
  o Victim assistance
  o Ban on landmines
  o National mine action structure
  o Implementation arrangements

Annexes
Terms of Reference; agenda; maps of country and mine/UXO affected areas, etc.
238. The team leader then convenes a meeting of team members to agree on the content of the report. Once the team has agreed on a final draft, it is:

- Submitted to the Resident Coordinator for comment; and
- Shared with DPA for comment on the political sections.

239. After ten days for solicitation of comments, the report is sent to the Under Secretary-General, DPKO for approval to release. Once granted, it is forwarded to:

- Governments through their Permanent Mission
- Resident Coordinator
- UN System entities
- All parties on the assessment agenda
- Donors that have expressed interest in the country

Under the UN Strategy all reports must be published within two months of completion.

240. The report is then published on the UNMAS database E-MINE.

241. The assessment report gives an overview of the mine problem and offers general recommendations for a comprehensive response, including institutional arrangements for the coordination and implementation of mine action activities. In cases where the assessment deduces that the situation in the country is not yet conducive to mine clearance, the country profile is built up until such time as UN intervention is feasible.

Great care should be taken during the assessment process to ensure that the mine contaminated country expectations are not raised. Many factors must be taken into consideration before the UN can commence a mine action programme.
PROGRAMME MANDATE AND FORMULATION

242. Programme planning is crucial to all aspects of mine action. Objectives must be clearly defined and tasks properly sequenced if the programme is to be successful.

243. Lack of coordination in the programme area often results in delays, poor resource mobilization, duplication of effort and mistrust among stakeholders. In extreme cases, it may lead to programme failure.

244. The UN has the standing, the resources and the technical expertise to establish coordinating mechanisms and create good working relationships among stakeholders. These qualities are vital to successful mine action, as the most important step in formulating a programme is to deploy, as early as possible, assets to coordinate stakeholders and assist in the design and development of a national plan to rid the country of landmines.

245. This chapter details the different elements of programme start-up:

- Types of programmes and mandates
- National authorities
- Programme initiation
- Media and public relations
- Advocacy
TYPES OF PROGRAMME AND MANDATES

The delivery of all forms of mine action can be improved through coordination, detailed programme planning and sound programme management.

246. According to the situation in-country, different entities may provide the leadership for mine action programming.

UNICEF

247. Where the political situation is such that commencing mine clearance operations is not feasible, UNICEF may institute a MRE programme within the country concerned. This will be executed through the UNICEF Representative in-country.

UNDP

248. UNDP\(^{32}\) will normally take the lead where there is an effective national government. UN assistance will aim primarily at supporting the development of a national mine action programme owned by the government.

249. After consultation with the government during project formulation and in reference to the guidelines provided in the UNDP programming manual, UNDP arranges for its technical advice and its capacity building mine action support projects to be provided in one of three ways. They are:

**National Execution (NEX)**

250. This refers to management by a government entity where there is adequate capacity in the government to undertake the function and activities of the programme or project. For UNDP programmes in general, NEX is the preferred modality. Mine action programmes in Cambodia and Bosnia & Herzegovina, for example, are NEX. In an immediate post-conflict situation, however, government institutions may initially be too weakened for NEX. Nevertheless, it is considered the ultimate goal because it contributes most effectively to:

- Greater national self-reliance by effective use and strengthening of the management capabilities and technical expertise of national institutions and individuals (learning by doing);
- Enhanced sustainability of development programmes and projects by increasing national ownership and commitment to development activities; and
- Reduced workload and integration with national programmes through greater use of appropriate national systems and procedures.

251. For NEX projects, UNOPS can act as a cooperating agency.

**Agency Execution**

252. Where the government lacks the required management or substantive capacity, UNOPS can be contracted by UNDP to implement the support programme. Programmes in Chad and Guinea Bissau, for example, are fully executed by UNOPS.

\(^{32}\) For more information on UNDP mine action programming please refer to their handbook at http://www.undp.org/osg/pms/index.htm (6.2.1)
253. In this context, UNOPS is responsible for overall programme management, planning and execution of the mine action programme, in close collaboration with the government institution directly responsible for the programme, as well as with other national institutions. Planning must include goals for the progressive transfer of management responsibility to the national institution, and encompasses:

- Assistance to government with the identification, selection and recruitment of key national staff;
- Management and administrative capacity;
- Establishment of a regulatory capacity;
- Field operations;
- Establishment of an IMSMA database and information gathering;
- Assessment of priorities and allocation of assets;
- Development of national mine action standards;
- Accreditation of mine action operators;
- Contracting, including preparation of tender documents (in consultation with UNDP), evaluations, negotiation, contract award and contract administration; and
- Substantive and financial reporting.

254. In both National and Agency execution modality, the selection of expatriate Technical Advisors is undertaken jointly with UNDP and the names of preferred candidates (including in-kind personnel) are forwarded to the government via the UNDP Resident Representative for approval before recruitment and subsequent deployment.

Direct Execution (DEX)
255. In most UNDP projects, the responsibilities of UNDP as the funding agency are separate from those of another agency responsible for managing or executing the project. However, in direct execution, UNDP assumes the role and responsibilities of both funder and manager.

256. The UNDP Administrator may select this executing entity only when it can be demonstrated that such a step is essential to safeguard the full responsibility and accountability of the Administrator for the effective delivery of UNDP programme activities.

257. Direct execution may be considered where:

- There is a situation which calls for speed of delivery and decision-making;
- UNDP management is necessary for mobilizing resources;
- National authorities lack the capacity to carry out the project;
- The project could not be carried out by another UN System entity; and
- The UNDP country office has adequate capacity to manage, report and achieve the expected results of the project.

258. In such circumstances, UNOPS can act as a cooperating agency, particularly for international personnel, procurement of specialised equipment and contracting of services.

UNMAS

259. UNMAS will take the lead in mine action when it is a component of peacekeeping missions or humanitarian emergencies.
Peacekeeping missions

260. When the UN Secretariat receives 'early warning' signals that indicate a possible UN peacekeeping mission, personnel from DPKO, together with representatives from the DPA, OCHA and other appropriate UN System entities are despatched to the mission area to conduct an initial peacekeeping reconnaissance or survey.

261. The aim of the initial survey is to recommend the different components needed for a possible peacekeeping operation to the Secretary-General. This enables the Secretary-General to propose to the Security Council the kind of peace operation required, together with a first estimate of cost and of the number of troops needed.

262. If agreement is reached, the Security Council passes a resolution, approving all or part of the Secretary-General’s plan and formally authorising the peacekeeping operation. The Security Council resolution sets the framework for the mission and gives a mandate for each component.

263. DPKO is responsible for the detailed planning following the adoption of the resolution. This is coordinated by an interdepartmental working group, established with representatives from all involved UN System entities. The group is headed by an officer of the Mission Planning Service (MPS) of DPKO, and holds regular and ad hoc meetings to share information and to coordinate the establishment of the peacekeeping mission.

264. A technical survey led by MPS is then conducted in the mission area. The aim of the survey is to produce the operational and support concepts of the mission. Representatives from other departments and UN System entities participate when appropriate.

265. UNMAS is involved when mine action activities are required within the framework of a peacekeeping mission. As such, the Programme Officer is responsible for:

- Sharing with partners the country profile to assist with background knowledge and raising the profile of mine action in planning sessions;
- Ensuring that mine action is specifically mentioned in the Secretary General’s plan to the Security Council so that it will be included in the resolution;
- Ensuring that cease-fire agreements and peace accords properly address mine action concerns and provide an appropriate framework for the effective initiation and implementation of mine action activities;
- Partaking in any survey or technical missions to the affected country;
- Attending any planning sessions to ensure that mine action is fully integrated;
- Ensuring that mine action requirements and constraints are fully understood by MPS;
- Including mine action activities in the mission budget such as all human, logistic, equipment and administrative support costs; and
- Advising MPS on the preparation of MOUs between the UN and troop contributing nations involved in mine action, specifically in regard to the calibre of troops to be deployed and their demining equipment.

266. There is a standard agreement concerning the provision of support from peacekeeping missions to UNMAS mine action projects. See Annex 2 “Support to be provided by the peacekeeping mission.”

33 Though the Secretary-General acts as the visible authority carrying out the resolution, it is the Security Council resolution that provides the international legal authority for the mission.
34 Under the UN Charter, all Members of the United Nations agree to accept and carry out the decisions of the Security Council.
35 Examples of SC Resolutions are in Annex 3.
Humanitarian Emergencies

267. OCHA has the mandate to coordinate the provision of humanitarian assistance (particularly that of the UN system) in complex emergencies and plays a leading role in inter-agency early warning of potential complex emergencies.

268. When a humanitarian crisis is imminent, or is in the early stages, OCHA - through IASC consultations - often organizes and leads inter-agency assessment missions in order to determine humanitarian needs and put in place appropriate coordination mechanisms on the ground. Such assessment missions involve the appropriate UN System entities as well as other development organizations and NGOs. Humanitarian needs are prioritized and a work plan devised on the basis of a common strategy.

269. If mine action is a component of a humanitarian crisis, the Programme Officer works closely with the following sections in OCHA to ensure that mine action is integrated into a coordinated response:

Complex Emergency Response Branch (CERB)
270. CERB is responsible for providing advice on the development of contingency plans in advance of a complex emergency, and where necessary, draws up and executes such plans, and carries out fact-finding and needs assessment missions.

Emergency Liaison Branch (ELB)
271. ELB is the link between the UN headquarters in New York and Humanitarian Coordinators serving in complex emergencies. ELB prepares or contributes to a wide variety of reports and briefing papers on the humanitarian aspects of emergencies, and chairs or represents OCHA in inter-departmental and inter-agency meetings and task forces.

Information Analysis Unit (IAU)
272. IAU, in close coordination with CERB and ELB, is responsible for working with the UN Resident Coordinator and agencies in-country to carry out contingency planning and preparedness actions. This includes developing common inter-agency planning scenarios and agreeing on the division of labour in advance of the start of a relief operation.

273. The Programme Officer is also responsible for:

- Sharing with partners the country profile to assist with background knowledge to raise the profile of mine action in planning sessions;
- Attending any survey or technical missions to the affected country;
- Ensuring that mine action is clearly identified as a distinct component of the overall strategic plan for assistance;
- Liaising with the FCU (if present) until such time as a TA is deployed;
- Ensuring that mine action is fully understood by all stakeholders;
- Including mine action as part of any donor appeal initiated by OCHA; and
- Advising OCHA on the status of FFT and CT for deployment.

274. In both peacekeeping and humanitarian contexts, UNMAS retains ownership of the programme while execution at field level is principally undertaken by UNOPS. In such cases, the delineation of responsibilities between UNMAS and UNOPS is as follows:

UNMAS
- Overall ownership and monitoring of the programme;
- Definition of programme objectives, priorities, structure (in consultation with UNOPS), terms of reference for key personnel (jointly with UNOPS), and institutional arrangements;
• Coordination with UN and non-UN partners (local authorities, NGOs, ICRC, others) at both headquarters and in the field regarding programme definition and development;
• Resource mobilisation and relations with Members States and other donors; and
• Ongoing policy guidance and support.

UNOPS
• Overall programme management, including technical, contractual, financial, administrative and logistical support;
• Definition of operational/implementation priorities (in consultation with UNMAS);
• Identification, selection and recruitment of personnel (terms of reference and selection of key personnel jointly with UNMAS), and administration of international and local personnel contracts;
• Preparation of shortlists for tenders (in consultation with UNMAS), preparation of tender documents, evaluations, contract award, negotiation, preparation and administration of contracts; and
• Substantive and financial reporting.

275. Any decision under consideration by either UNMAS or UNOPS that might have a significant affect on programme implementation will be jointly coordinated for planning purposes.
UN MINE ACTION
PROGRAMME TYPES

UNDP

NATIONALLY EXECUTED
(UNDP supports the national ownership of the mine programme)

AGENCY EXECUTION
(UNDP contracts UNOPS to implement and manage the programme)

DIRECT EXECUTION
(UNDP is both funder and manager of the programme)

UNMAS

HUMANITARIAN EMERGENCY
(Overall ownership by UNMAS but usually managed at field level by UNOPS)

PEACEKEEPING
(Overall ownership by UNMAS but usually managed at field level by UNOPS)

UNICEF

MINE RISK EDUCATION
(In the absence of both UNMAS, UNDP and National Capacity, UNICEF may establish a mine risk education programme through their country representative)
NATIONAL AUTHORITIES

276. The most important stakeholders in mine action are the national authorities. The UN is committed to national ownership of mine action programmes and all its efforts are directed to this goal.

RESPONSIBILITY

277. It is the responsibility of the national authorities with the full support of the UN to ensure that mine action is coordinated, established in accordance with international standards and undertaken within the context of national development. This is best achieved by creating policies, establishing standards and passing legislation governing all aspects of mine action as early as possible.

278. The UN, as an organization of Member States, promotes respect of national priorities, collaborates with the government, and fosters a shared vision with international partners. It has a vast network of technical expertise and resources to draw from.

279. The national authority, utilizing the technical expertise and assistance of the UN, will be able to quickly establish a solid foundation for the coordination and direction of all mine action activities by creating:

- A National Mine Action Authority (NMAA)
- Policies and Standards
- A Mine Action Centre (MAC)

National Mine Action Authority (NMAA)

280. The government should legislate a “National Mine Action Authority” which functions as an inter-ministerial body with the legislative authority to introduce policies and standards and is headed by a director. Government agencies and other organizations will carry out mine action activities under the direction of the director, who will approve national plans.

Policies and Standards

281. A government may be reluctant to develop or enforce mine action policies and standards for fear of alienating foreign assistance. Unless the government develops policies and makes compliance a requirement, some organizations may conduct mine action programmes contrary to the priorities of the nation and/or provide services below the minimum standard recommended.

282. Most organizations generally welcome the establishment of standards and policies to guide programme planning and implementation, including setting of success indicators. To establish compliance with policies and standards, the government should involve all the major stakeholders in the development process. National standards should be based on the principles of IMAS.

283. Donors can assist by ensuring that projects they fund meet or exceed the standards set.
Mine Action Centre (MAC)

284. The MAC is critical to mine action operations and is responsible for:

- Acting as the focal point and coordination mechanism for all mine action activities;
- Ensuring that all stakeholders are represented and heard;
- Developing a national mine action plan which fully incorporates the socio-development of the country and integrates all stakeholders;
- Information management, including the collection and dissemination of data and the implementation of IMSMA;
- Integrating the sectors of mine action (mine risk education, victim assistance, clearance, advocacy and stockpile reduction) into a coherent holistic programme;
- Assisting and coordinating organizations to mobilise resources; and
- Developing and implementing technical and safety standards, quality assurance, and quality management procedures.

FINANCIAL AUTHORITY

285. It is important that national mine action operations are not hampered by lack of spending authority. The arrangements for achieving this end will vary according to the type of governmental structure in each country. In principle, however, there should be either a Trust Fund or a Mine Action Funding Committee that would be empowered to expend national funds as necessary.

COMMITMENT

286. The national authority should understand that the greater the commitment it demonstrates to the programme through the allocation of national funds and resources, the greater the sympathetic response that can be expected from donors.

WHERE THERE IS NO GOVERNMENT

287. There may be situations where, due to either a lack of government or because the government is overwhelmed by other responsibilities, mine action will be left to its own devices. In such instances, UNMAS, through the office of the senior UN official, will be responsible for establishing a MAC and, in coordination with other stakeholders, implementing policies and standards to guide mine action until such time as the government can take up its responsibilities.
PROGRAMME INITIATION

288. Following the assessment mission (where RRP is not initiated), organisations will normally be eager to commence mine action. Urgent action must be taken to ensure that operations are coordinated and in the best interest of the country.

289. The most important step is the deployment of a Technical Advisor (TA), to coordinate all mine action activities in the field. This person may be an existing staff member, seconded from another agency or recruited from an outside source.

290. If recruitment is necessary, candidates will be quickly identified for the position. Before deployment, the TA must be introduced to the key personnel at headquarters (UNICEF, UNDP, UNMAS, OCHA, and UNOPS) and briefed. Concurrently, the terms of reference and arrival date of the TA must be copied to the senior UN official in country who will then be responsible for informing key stakeholders.

291. For UNDP supported programmes, the preferred candidate should be agreed by the Resident Representative who will seek Government approval of the appointment. Many governments prefer that a minimum of three CVs be provided. If this is not possible because of a lack of suitable candidates, for example, this should be explained to the government.

TA BRIEFING

292. The team leader or a member of the assessment team should conduct the briefing. Not all information will be available at the right time. Frustration will need to be managed and initiatives discussed to provide temporary solutions. The following subject areas are for guidance only and should be adapted to the country and programme:

BACKGROUND
- A brief history of the conflict and/or reason for mine contamination;
- A summary of UN involvement up to the assessment; and
- Review of the assessment report, taking care to clarify the recommendations.

STAKEHOLDERS
- Discussion on the relationships and interactions between the national authorities, UN and other organizations;
- Analysis of the policies and the organisational philosophy that govern the various stakeholders and their expectations;
- List of the variables, i.e., lack of information and potential conflicts between government and national or international agencies;
- Association of UN System entities to sectors of responsibility and their integration into the programme;
- Key donors and their perceptions of UN coordination; and
- List of organizations, names and contact information for all stakeholders in country.

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36 Terms of reference for TA can be found in Annex 2.
37 Special Representative to the Secretary General/Resident Coordinator/Humanitarian Coordinator
STRATEGIC OBJECTIVES
293. Agreement must be reached on the strategic objectives for the TA to achieve in a given period of time and indicators for success. Examples include:

- Formation of inter-ministerial committee to approve mine action plans and introduce policy and legislation as necessary;
- Establishment of a mine action centre (MAC) and initial plan;
- Project Document\textsuperscript{38} completion;
- Installation and operation of IMSMA;
- Translation and adaptation of IMAS; and
- Development of database, Standard Operating Procedures (SOPs), Technical Standards and Guidelines (TSG), and mechanism and procedures for Accreditation and Quality Assurance.

294. It is important that partners agree to the objectives within the strategic context of coordination, information management and resource mobilization from the start.

RESOURCES
295. A list must be compiled of the material, human and financial resources in country and what needs to be mobilised through external assistance. Potential sources and a determination of the time lapse before response should be considered.

RESOURCE MOBILIZATION
Detail the financial mechanisms used to fund the programme and the consequent management and reporting procedures expected from the TA. See next chapter on resource mobilization for more information.

SUPERVISORY LINES
296. Due to the nature of mine action programmes, many different reporting lines may exist. For example, in UNDP-supported Mine Action Programmes, the TA reports to the Resident Representative on general policy issues. In all other situations, the TA reports to the senior UN official in-country. If the TA is contracted by UNOPS, s/he will report to UNOPS for project management and financial and administrative matters.

297. Although reporting to several superiors at the same time is unwieldy, it is workable if the TA fully understands the different reporting lines and areas of responsibility prior to deployment. Time spent clarifying them for the TA will ensure less confusion later.

COORDINATION
298. UN coordination mechanisms\textsuperscript{39} must be identified and the TA must partake and be involved in any that may exist, such as:

- Country Strategy Note (CSN)
- Common Country Assessment (CCA)
- UN Development Assistance Framework (UNDAF)
- Consolidated Appeal Process (CAP)
- Donor advisory boards
- UN Mine Action Portfolio

299. There should be discussion on the opportunities they provide and how to integrate mine action into national development, to access information and to create partnerships for the planning process.

\textsuperscript{38} This is one of the most critical documents the TA will produce and is discussed in some detail in Chapter 4: Resource Mobilization. Sample document appears in Annex 2

\textsuperscript{39} These coordination mechanisms are discussed in Chapter 5: Resource Mobilisation.
300. It should be stressed that the core role of the MAC is to coordinate not operate.

REPORTS
301. There should be agreement on terminology, format and frequency of reports and their usefulness to resource mobilization.

DOCUMENTATION
302. The TA must be provided with a package of supporting documents in both digital and hard copy which includes:

- Country profile
- Point paper
- Assessment report
- Copies of correspondence pertinent to the programme and any other information pertaining to the country and the task at hand
- Current organizational charts for both field and HQ
- UN strategic plan

ADMINISTRATION
303. UNOPS is responsible for briefing TA on overall programme management, conditions of service, travel and other topics as required if the TA is recruited by UNOPS.

BUDGET
304. UNOPS will brief the TA on the budgetary process for UNOPS-executed programmes.

305. The UNMAS Programme Officer\(^{40}\) is responsible for briefing the TA on the VTF and Peacekeeping budget process (See Resource Mobilisation).

DEPLOYMENT
306. The UNMAS Programme Officer (if part of the assessment mission) will accompany the TA and introduce him/her to the stakeholders in country.

307. In some instances, due to the urgency of the situation or the delay in identifying an appropriate TA, it may be necessary for the Programme Officer to deploy temporarily in place of the TA.

| The Programme Officer’s role in coordination must be supported by a clear understanding of what is within his/her range of decision-making. Clear instructions on this must be given by the senior staff member of the lead agency to prevent reporting problems and to allow a free interchange of views and information. |

\(^{40}\) Programme Officer’s checklist can be found in Annex 2.
MEDIA AND PUBLIC RELATIONS

308. The media are important partners in mine action. They can focus world attention and galvanise donors to respond with humanitarian assistance. They are integral to mobilizing resources and should be treated with respect.

309. Generally, the media responds to newsworthy events. They will not knock on mine action doors looking for a story, or in order to inquire how they can help a programme. To effectively use the media, the Programme Officer (or staff member responsible for media relations) must be proactive. Relationships with journalists must be fostered, keeping them informed of developments.

POSITIVE MEDIA IDEAS

- Take note of the names of journalists writing articles on mine action and establish contact with them through the newspaper or magazine editor.
- Create electronic mailing lists of media contacts and distribute information concerning programmes on a regular basis. This information is unlikely to be used immediately, but it serves two purposes: it establishes the source as a fountain of information; and, over a period of time, due to the volume of information, may encourage the journalist to write an article.
- At all times, foster goodwill and cooperation with the media. Give them constant updates on treaties, statistical charts on victims and incidents of mine explosions, technology breakthroughs, etc. They will respond with informed reporting.
- Encourage the media to share the vision of a world free from landmines.
- Let journalists know they have an open invitation to ask questions and/or visit a MAC.
- Always be ready to explain what is needed in the way of resources (human, financial or material) to make a programme successful.

TIPS FOR ISSUING A PRESS RELEASE

- Key points should be in the first paragraph.
- The text must be brief (maximum one A4 page).
- The title and the opening line are the most important part: they need to grab attention and encourage people to read further.
- References to academic work or text and references to people or researchers should be avoided.
- Use a language that is appropriate for the audience.
- If working with a particular newspaper or radio/television station, do some research about their editorial style.
- Only talk on subjects you are qualified to talk about. Give facts not opinions.
INTERVIEWS

310. Media requests for interviews should be screened and prepared for by senior project management:

- Anticipate the questions and think of the message to convey. Decide what you are going to say and keep to the subject.
- Never assume the media understands mine action terminology. Remember that their audience is the general public - the more understandable the language, the more time they will give you.
- Summarise the basic points; repeat them with emphasis during the interview.
- Take command of the interview. If there is something important to say, say it. Do not be sidetracked into answering other questions that are not relevant.
- There is no such thing as 'off the record'. Everything said and done will be reported. An interview is finished only when the journalist has gone.

IMPORTANT POINTS:

- All declarations to the media should be cleared by whoever coordinates media policy in the office.
- Never make disparaging or critical remarks about local authorities or international partners.
- Never criticise colleagues. Do not mention weaknesses - that might be all that is reported.
- If unsure about UN policy on a particular issue, say so.

ASSISTING THE TA

311. The Programme Officer can assist the TA in the field by:

- Providing copies of any media releases made from headquarters regarding the programme in-country.
- Copying any media or public relations event from another country to the TA to generate ideas and realise similar scenarios.

312. Journalists understand and value forthcoming sources of reliable information; when they have questions or need more information they will go to that source first.

The media is useful for support both in the short and the long term for raising awareness and funds. Don't be shy to explain the need for funding – it can have a very positive impact. Take the time to explain the effect that mine action will have on the country. Good media exposure is very beneficial and is an integral part of the overall programme.
ADVOCACY

313. "From my experience in peacekeeping, I have seen first-hand the literally crippling effects of landmines and unexploded ordnance on people and communities alike. Not only do these abominable weapons lie buried in silence and in their millions, waiting to kill or maim innocent women and children; but the presence - or even the fear of the presence - of a single landmine can prevent the cultivation of an entire field, rob a whole village of its livelihood, place yet another obstacle on a country's road to reconstruction and development." Kofi Annan, UN Secretary-General, April 1999

314. One of the five core components of UN mine action is “advocacy in support of a total ban on antipersonnel landmines.” Advocacy is defined as a strategic process designed to get specific target audiences (such as political leaders) to demonstrate commitment to specific subjects or ideas. Commitment may be shown through new or changed laws, increased funding, or active awareness-raising around specific issues through media outreach, campaigning and other forms of communication.

315. Throughout all aspects of mine action programming, advocacy is essential to stigmatise the use of landmines and support a total ban on antipersonnel landmines. It also plays a crucial role in garnering the much needed funds for successful and sustainable mine action.

316. Mine action presents major advocacy challenges. The lack of understanding of, adherence to and support for existing mine action policies and conventions and the lack of political will and sufficient resources for effective programmes all present major challenges for effective advocacy around mine action. Only through sustained international mobilization can a world free of landmines be realized.

317. Advocacy strategies/tactics for mine action include:

- Briefings/Seminars/Conferences/Events;
- Media outreach;
- Campaigns;
- Internet outreach;
- Political leader, opinion elite and celebrity outreach;
- Field visits; and
- Partnership development.

318. A successful advocacy strategy must:

- Assess the problem, including the key advocacy challenges;
- Define the audience;
- Set the vision, goal and objectives;
- Define the strategy, including necessary tools;
- Outline the implementation process, including key activities; and
- Incorporate monitoring and evaluation.

319. No one strategy works for all – both the strategy and the advocate must be appropriate to the specific issue being targeted. Although messaging should be consistent and based on facts, issues must be packaged appropriately for the audience and sensitive to the culture and environment in which they are presented. The most effective advocates, from the grassroots level to the highest levels of leadership, are ones that are well-informed, committed and affected by the issue or situation. For mine action, this
includes both those working on mine action and individuals that have been directly affected by their use.

320. Advocacy tools vary, depending on the strategy, and include:

- Key messages, presentations, talking points and speeches;
- Fact sheets;
- Publications, including success stories;
- Internet; and
- Interviews and op-eds.

321. There are several key documents that provide a guiding framework for advocacy on mine action, including the CCW, MBT and “Mine Action and Effective Coordination: The United Nations Policy.” Some advocacy objectives related to mine action include greater commitment through stronger leadership and additional resources, increased action at the country-level such as programmes which advocate for stigmatizing the use of landmines in order to stop their sale and transfer, and a higher profile for mine action both within the UN System and beyond. Advocating for each of these supports the ultimate goal of a total ban on landmines worldwide.

ADVOCACY STRATEGIES ARE INFLUENCED BY THE NATIONAL CONTEXT

322. When requesting the TA to engage in advocacy, the Programme Officer should keep in mind that the TA has a special relationship with the national authorities and is working hard to incorporate and coordinate national capacities into an effective mine action programme. It is not in the best interests of the programme if the TA is seen as adversarial or as a critic of government policy; this may cause delays and create bad faith.

323. To navigate this difficult subject, which is important and critical to the success of a programme, the TA should have a thorough understanding of the history of the mine contamination and be sensitive to any issues relating to national security.

324. Once the TA understands the context and background of the contamination, s/he can open discussions on the broader issues such as the signing of agreements and can more effectively encourage the government to reduce and eliminate stockpiles. It is important for the TA to:

- Understand the historical context which led to the mine contamination and be sensitive to national positions relating to security;
- Cultivate relationships with national organizations working to ban landmines. Provide them with advocacy materials on the MBT. Offer statistics, reports and other material gathered and establish a system for exchanging views and information;
- Contact national military personnel and discuss the effects of landmines and provide information on alternative strategies; and
- Develop relationships with actual and potential donors, explaining the UN position on landmines and provide copies of relevant material. Where necessary, promote the idea of donors supporting national advocacy organizations with funding or infrastructural support (offices, computers, etc.).
GLOBAL ADVOCACY

325. Advocacy should be mainstreamed into the daily functions of the Programme Officer. It is important for the Programme Officer to:

- Use international meetings and symposiums on mine action in order to promote the message of the MBT;
- Cultivate relationships and exchange information with parties who are proponents of a total mine ban;
- Work to strengthen understanding of the mine problem, including its effects and solutions;
- Support the preparation and implementation of mine action advocacy plans at the country level;
- Provide assistance for the development of advocacy materials at the country level;
- Undertake internal UN advocacy on mine action; and
- Support the monitoring and evaluation of mine action advocacy strategies both at the country and global level.

Humanitarian mine action, from advocacy to mine clearance, must continue to develop and grow, if the vision of a world safe from the threat of landmines is to become a reality. The UN, for its part, is committed to work tirelessly towards this goal.
Chapter 4

RESOURCE MOBILISATION

326. In mine action, resource requirements are guided by the type of crisis. In a refugee crisis, resources in the form of shelter, food and medicine can be estimated based on an approximate head count. In natural disasters, the required response can be estimated based on a short flight over the stricken area that can assess the extent of damage and determine how many people are affected. Because these events are ‘newsworthy’, the media will transmit images of the refugees or disaster area around the world, thus mobilising the conscience of nations and ensuring the delivery of resources.

327. However, when starting a mine action programme, there is simply no hard ‘visible’ data and mobilising resources becomes a challenge; yet it is crucial to the success of a mine action programme particularly in the early stages of initiation and programme development.

328. It is also important to implement resource mobilisation activities within the broader framework of a national development plan.

329. This chapter breaks resource mobilisation down into the following different but integral parts:

- Key roles
- Budgeting and forecasting
- Funding mechanisms
- Appeal mechanisms
- UN resources
- Donors
KEY ROLES

330. Staff from both HQ and the field have distinct roles to play in resource mobilisation. Key players are the TA and the Programme Officer. Both must closely coordinate their activities with donors and keep one another informed of any developments or activities. Each should follow up on leads to donors; one at the local level through embassies, consulates, aid agencies, etc., and the other through their HQ.

TA

331. At the country level, the TA coordinates all communications with donors through the office of the senior UN official. Sometimes an established donor coordination mechanism may exist (usually where there is a Resident Coordinator). If so, the TA may be required to present donor requests through this mechanism only. However, in either scenario, the TA is still obliged to keep the Resident Coordinator fully informed on donor outreach and the relevance of mine action to the socio-development of the whole country.

332. In UNDP supported programmes, the TA is responsible to the Resident Representative for all resource mobilisation activities. The Resident Representative may have established a country-specific, UNDP-administered Trust Fund.

333. In UNMAS programmes, the TA usually contacts the donors directly. As such, the TA is responsible for:

- Identifying the donors in-country and establishing good working relations;
- Determining a realistic resource requirement to implement the programme;
- Targeting and attending all donor coordination meetings (Round table, Consultative Council, CAP etc.); and
- Updating the Programme Officer regularly of any donor interest or developments particularly in regard to in-country coordination mechanisms.
- Preparing material for the Portfolio of Mine Action Projects

PROGRAMME OFFICER

UNDP

334. At the HQ level, the UNDP Mine Action Team member responsible for resource mobilisation works closely with the Resident Representative and TA and maintains close contact with donor representatives within the UN Missions and their respective capitals.

UNMAS

335. Although the Programme Officer will not be involved with resource mobilisation methods employed in-country, s/he should have a good working knowledge of them and support the TA by:

- Coordinating any VTF\textsuperscript{41} requirements for the country programme;
- Following up on donor leads or expressions of interest forwarded by the TA;
- Ensuring that monthly reports received from the programme clearly describe the outcomes of donor coordination meetings, demonstrate that mine action is part of a national development plan, outline outstanding resource requirements and give updates on programme progress;

\textsuperscript{41} The VTF is described in more detail later in this chapter.
• Circulating reports to the appropriate stakeholders;
• Assisting the programme to prepare project proposals that satisfy donor requirements, often acting as editor and advisor;
• Ensuring that UN programmes complement and do not directly compete with each other for funding or donor attention;
• Updating stakeholders at HQ level of developments in-country;
• Keeping informed of developments in the donor community by attending meetings/appeals and passing on pertinent information to the TA;
• Feeding the UNMAS donor investment database on the E-MINE website any relevant data forwarded by the programme or donors; and
• Ensuring that the TA is aware of specific reporting requirements for donor contributions through the VTF.

The field and HQ must coordinate their activities and speak with one voice when mobilising resources.
BUDGETING AND FORECASTING

336. There are distinct phases to budgeting and forecasting; the Programme Officer and TA must plan to meet the requirements for each as follows.

THREAT MONITORING

337. The process of monitoring mine contamination is budgeted for under the VTF. The importance of threat monitoring is kept visible to donors through the regular distribution of updated country reports. These reports serve two purposes: 1) They serve as a donor report, particularly for those donors who fund the VTF; and 2) They can generate feedback that will help identify donors should a programme be necessary.

ASSESSMENT

338. Assessment missions are not costly and their reports validate the need for a programme and give it vision and direction. The mission costs are drawn from the VTF and consequently, the donors must receive a copy of the report. During the assessment, the Programme Officer should have the opportunity to discuss with donors their interest in giving assistance, which helps to identify potential funding sources.

EMERGENCY RESPONSE

339. Once an emergency is identified, a Fact Finding Team or Coordination Team should immediately be deployed. Due to the required speed of response, funding for this can only be drawn from the VTF. However, this should be seen as short-term; the Programme Officer should identify donors as soon as possible as a prelude to a programme.

DEPLOYMENT OF TA

340. The deployment of the TA (subject to government approval in UNDP-supported programmes) is critical to raising programme awareness and planning and should not be delayed. Candidates must be quickly identified for the position and deployed. Depending on the level of interest from donors, particularly in-country, this position may be funded entirely by donors or initially by the VTF with the aim of securing long-term donor commitment.

START UP

341. In the early days of a programme, and in the absence of a Landmine Impact Survey, it is difficult to develop proposals for funding which meet donor criteria. However, the TA and Programme Officer can use the assessment report and historical data, and draw on their combined experience to develop suitable projects with feasible budgets.

342. Some considerations for funding at the early stage of a programme are:

42 Refer to Rapid Response Planning in Annex 2 for more information
• Coordination activities (offices, map production, computers, etc.);
• Installation of IMSMA (including trained operators);
• Mine clearance and other operational activities;
• MAC personnel (Operations Officer, Admin/log officer, etc. UNOPS can quickly identify candidates for these positions); and
• MRE activities, especially where population movement into the mine-affected area is expected.

343. Note also that local mobilization of resources is critical at this stage. The TA should verify the status of assistance available from in-country sources and inform the Programme Officer.

IMPLEMENTATION

344. Many different sub-projects or related projects need to be funded and implemented (Landmine Impact Survey, training courses, mine clearance, mine risk reduction, coordination, etc.). The TA must know the budget for each project and work closely with the Programme Officer to coordinate approaches to donors in order to mobilize the necessary resources to ensure project success.

SUSTAINMENT

345. Resource mobilisation is a constant activity. Although there is a certain predictability in funding, it must never be taken for granted. Funding for on-going projects must be constantly reviewed and pledges should be sought and received well in advance of the project budget cycle.

346. At some stages, it may be necessary to utilize the VTF for bridge funding. It is a major responsibility of the Programme Officer to constantly monitor the programme’s funding in order to identify gaps between pledges and actual needs well in advance.

TRANSFER OF OWNERSHIP

347. Except where UNDP-supported programmes are already owned by the government, planning for transfer of ownership to a national body commences at the beginning of a programme. This eventuality should be budgeted for by:

• Recruiting and training national staff to fill supervisory positions;
• Seeking funding to send senior national officers on management training courses; and
• Training nationals to work with donors.

MONITORING AND EVALUATION

348. The cost of monitoring and evaluating programmes should be built into each project budget from the beginning of the programme irrespective of the type of mission.
FUNDING MECHANISMS

349. The principal funding mechanisms in mine action are as follows:

VTF FOR ASSISTANCE IN MINE ACTION

350. The VTF was established by the Secretary-General in 1994. It provides resources for mine action projects or programmes in situations where funding is not immediately available, would not be accessible in a timely manner, or not at all. It provides funding for:

- Overall coordination of mine action, particularly at the HQ level;
- Assessment missions;
- Emergency response missions;
- Launching of new mine action programmes;
- Bridging of funding delays;
- Quality improvement of demining databases;
- Expansion of existing programmes; and
- Public information and raising awareness.

MANAGEMENT

351. The Under Secretary-General for Peacekeeping Operations is responsible for the Fund, but it is managed by UNMAS. However, projects and programmes funded by the VTF may be executed by UN System entities or by other organisations in compliance with UN rules and regulations. Where VTF resources are used for interim or bridging purposes, it must be immediately reimbursed when project funds become available. All contributions must be approved by the office of the controller within the UN Secretariat.

ADMINISTRATIVE COSTS

352. Administrative fees are determined by the host of the programme/project. There is normally a 13% charge for programmes/projects totally executed by UN HQ such as UNMAS.

- For programmes/projects primarily executed by external partners (UNICEF, UNDP, UNOPS, NGOs, etc. there will be a 3% charge for the substantive costs financed from the VTF. Further project support costs would be negotiated on a case-by-case basis up to 10%.
- There is a 1% fee for funds advanced as a grant to external UN partners from the VTF.

REPORTING

353. Progress reports must be submitted to the Under Secretary-General for Peacekeeping missions in accordance to the provisions of each project document/MOA.

CONTRIBUTIONS

354. Governments, private individuals and organisations make contributions voluntarily. They may or may not be earmarked. Reports of contributions are made available by UNMAS as required. Approximately 99% of all VTF contributions come from the Member States of the Mine Action Support Group (MASG). They are accepted in US dollars or any other fully convertible currency. Contributions, clearly marked payable to

MASG

43 Earmarked funds in this context are when all or a portion of a contribution is set aside for specific programmes or programme support at the request of the donor. Earmarked funds may not be used for purposes other than that designated by the donor.
the United Nations Voluntary Trust Fund for Assistance in Mine Action, must be deposited to:

Beneficiary: VTF in Mine Action
JP Morgan CHASE, International Agencies Banking,
1166 Avenue of the Americas, 14th Floor, New York, NY 10036-2708
Account: United Nations General Trust Fund
Account #: 485-0019-69
ABA: 021-000-021
SWIFT CODE: CHASUS33

COST SHARING
355. Cost-sharing is an arrangement whereby donors contribute financial resources to the costs of a mine action project. Cost-sharing contributions can be made for a specific project, for the whole programme or components thereof. However, cost-sharing contributions may not be earmarked for specific line items in a budget (e.g., equipment or consultants).

356. Cost-sharing contributions result from action taken either at field level or at HQ. In most cases, however, a potential donor's interest is expressed at the country-level as the result of regular dialogue and discussions among the UN Resident Representative/Coordinator, the TA, the government and donors. There are many benefits of cost-sharing agreements such as:

- Standard cost-sharing agreement contracts can be approved and managed at the country-level by the Resident Representative/Coordinator; and
- They do not require a manager.

MANAGEMENT
357. Once a cost-sharing agreement has been concluded, the contribution is fully integrated into one consolidated project budget together with any resources that are involved in the project's financing. The country office should be responsible for financial and substantive reporting.

ADMINISTRATIVE COSTS
358. The cost of administering cost-sharing activities is recovered by charging a flat fee in consultation with the donor, usually 3-5%.

359. It should not be confused with Administrative and Operational Services (AOS) costs that are used to reimburse participating UN System entities for the costs they incur in providing programme or project inputs, usually any amount up to 10%.

360. Although there is a model cost-sharing agreement to use as the basis for all such agreements, some donors may have specific agreement templates.

REPORTING
361. All financial reporting of cost-shared projects list total programme expenditures, as opposed to only those expenditures covered by the cost-sharing funds. They are not a separate accounting entity. The following reports are sent to HQ and copied to donor/s:

- Certified annual financial statements;

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44 See Annex 2 for sample document
• Annual progress report providing an update on progress of project activities, and giving provisional information on expenditures incurred during the previous year;
• Final project report compiled within six months of the project’s completion or termination of the cost-sharing agreement with the donor; and
• Certified Financial Statement.

CONTRIBUTIONS

362. Cost-sharing payments are made in annual or lump sum amounts and are made in advance of the implementation of planned activities. The donor is legally bound to the payment schedule fixed by the cost-sharing agreement, which cannot be modified without mutual consent of both parties. In order to ensure that contributions are properly received and recorded, the donor must be provided complete bank account details including the address and must clearly indicate the project title and number along with the contribution.

TRUST FUNDS

363. A trust fund is an arrangement established to receive donor contributions in support of a theme, country, region or programme. It must be consistent with the aims of the UN and compatible with the relevant country, regional or global cooperation framework. Each trust fund is required to have an agreement which is a legal instrument binding the donor to make contributions according to the agreed schedule. However, modifications can be made with the mutual consent of both parties. Trust funds are not used for amounts under one million dollars.

364. There are three types of trust funds:

• Closed trust funds are ones supported by a single donor. If additional donors wish to contribute to a closed trust fund, the fund may be converted to an open trust fund if all parties agree.
• Open trust funds allow more than one donor to contribute funds to the trust under a standard trust fund agreement. Donors can earmark contributions for specific use.
• Sub-trust funds are ones established within an open trust fund in cases where a donor not only earmarks contributions for specific purposes but also requires specific financial reporting.

MANAGEMENT

365. Upon completing a trust fund agreement, the fiduciary authority designates a trust fund manager who is responsible for ensuring:

• The conditions stated in the trust fund are met;
• Reports are prepared and submitted to donors according to the agreed schedule;
• That all activities of the fund are carried out according to UN programme policies and procedures; and
• Financial management and reporting is in accordance with UN financial rules and regulations.

366. Although no project activities may be initiated until funds are secured, trust funds may be established before a work plan is developed.

ADMINISTRATIVE COSTS

367. Costs of administering a trust fund are recovered by directly charging the trust fund contribution. However, this amount is not included in the trust fund programme or project
The amount to be charged is defined as a percentage of the contribution, normally 3%, and is specified in the terms of reference.

368. AOS negotiated with a UN System entity are also charged to the contribution is usually 10%.

REPORTING
369. Trust funds are accounted for and reported separately in UN financial reports. Reports are usually submitted every six months or annually to donors (or as stated in the agreement) and include:

- The progress of programme activities, planned activities and any difficulties encountered; and
- The financial status, including all expenditures.

CONTRIBUTIONS
370. In order to ensure that contributions for Trust Funds are properly received and recorded, the donor must be provided complete bank account details including the address and must clearly indicate the project title and number along with the contribution.

THEMATIC TRUST FUNDS
371. Thematic Trust Funds (TTF) are a new instrument to help UNDP address its development priorities, enabling donors to provide contributions to UNDP in support of its thematic priorities, as reflected in the six practice areas of the Organization. These practice areas include (a) Crisis Prevention & Recovery; (b) Democratic Governance; (c) Poverty Reduction; (d) Information & Communications Technology; (e) Energy & Environment; and (f) HIV/AIDS. Mine Action is one of seven distinct Service Lines within the Crisis Prevention and Recovery practice area.

372. The TTF enables UNDP to better respond to the urgent needs of countries requiring assistance for crisis prevention and recovery in a predictable manner. Within this framework, UNDP services are provided through a range of strategic approaches:

- Developing policy approaches to guide development action
- Providing technical advice and operational support for programme implementation and coordination
- Mobilizing and managing financial and human resources
- Building institutional and programming capacity among partners through skills development and training
- Forging partnerships and alliances
- Building capacities through sharing of experiences, lessons learned, and best practices

373. The TTF features several elements that are key to addressing crisis situations and which are of particular benefit to donors, including:

- Rapid disbursement of funds, which are immediately available to UNDP country offices upon their receipt in UNDP’s account
- Flexible programming instruments, including availability of the whole range of UNDP execution modalities, including Direct Execution (DEX), National Execution (NEX) and NGO Execution
- Use of a very low management fee (5%), which is used to strengthen field level implementation capacity
A well-coordinated mechanism, in which all agreements, funds transfers and reporting are managed by one office, UNDP’s Bureau for Crisis Prevention and Recovery (BCPR), rather than by individual country offices

Ability to advance funds to start procurement of equipment, training, operations, etc. while agreements are being completed, in order to avoid delays in transfer of funds

A streamlined reporting system in which BCPR coordinates the preparation of reports with the country offices and distributes such reports to donors in a timely fashion

Continued ability to allocate funds to country-specific trust funds through the TTF

Ability to provide earmarked or unearmarked funding in support of global, regional or country-specific projects

Ability for local donor representatives to work with UNDP country offices on project planning, public relations events, and other field-based activities

ADMINISTRATIVE COSTS
374. UNDP charges a very low management fee of five (5%) percent on contributions to the Thematic Trust Fund for Crisis Prevention and Recovery to cover the costs of administration and related services. This fee is distributed according to a prescribed formula among UNDP regional bureaus, departments and country offices. There are no additional UNDP charges on funds channelled through the TTF.

REPORTING
375. One of the significant features of the TTF is that BCPR’s Mine Action Team manages all reporting. The benefit to donors is that they have only point of contact for all reporting-related issues. By channelling funds through the TTF, donors need no longer correspond with multiple country offices, as they have done in the past.

376. UNDP provides narrative and financial reports for all projects funded by earmarked contributions. In addition, an audited financial report of the TTF is available to all donors, as well as a copy of the Administrator’s annual progress report, which is submitted to UNDP’s Executive Board. This latter report is based on country office submissions of all TTF-funded projects.

377. A key objective of the Thematic Trust Fund is to drive greater policy alignment for core and non-core funded activities. To demonstrate this, TTF reporting is carried out using the UNDP corporate planning and reporting tool for results-based management. In addition, BCPR uses an independent tracking system to ensure that donors receive monitoring, evaluation and final reports in a timely manner.

CONTRIBUTIONS
378. Donors may contribute mine action resources to the TTF in four ways:

- **Service Lines**: Funds earmarked for specific thematic activities, such as mine action, are channelled directly to the appropriate Service Lines.

- **Country Windows**: Funds earmarked for specific country programmes are channelled through the Country Windows and allocated directly to the relevant projects.

- **Regional Windows**: Funds earmarked for specific regional programmes are channelled through the Regional Windows and allocated directly to the relevant projects.

- **Global Window**: Unearmarked contributions are channelled through the TTF’s Global Window. UNDP allocates unearmarked funds to the Service Lines for strategic funding to priority programmes at the country, regional and global levels.
379. Funds can also be combined among any of the above-mentioned options.

**MANAGEMENT SERVICES AGREEMENT (MSA)**

380. This is an agreement entered into by UNDP and a Government, bilateral or multilateral donor, or international financial institution for UNOPS to provide managerial and administrative support to the programme or project. The management fee is negotiated on a case by case basis.

381. In such cases, donors may impose constraints on the use of funds (tied procurement/contracting, “no objection”, etc.) as long as such constraints are specified in the Agreement and accepted as not conflicting with appropriate management of the programme.

382. It should be noted that funds channelled through MSAs are rarely tied. This is a particularly appropriate mechanism for World Bank or other development bank financing.

**PARALLEL FINANCING**

383. Parallel financing describes situations where donors join with the UN in a common programme but administer their resources separately. The resources are not entered into UN accounts, but are administered by the respective donors themselves. The method of coordination in such arrangements must be specified in a project document.

384. This modality offers the possibility of joint programming, while allowing for distinct resource mobilization patterns and reporting responsibilities. It also gives donors the opportunity to maintain their identity and visibility while benefiting from their partners’ expertise.
APPEAL MECHANISMS

385. Appeal mechanisms are tools for strategic planning and coordination among stakeholders to return a country to normal development. They are not just a fund-raising exercise.

386. Continuous dialogue, coordination and collaboration with all the partners are essential if the mine action programme is to be successful. Appeal mechanisms are the best vehicle available to mobilise resources for a project.

387. When participating in an appeal, it is important to remember that programme response grows out of the strategy developed through the appeal process and not vice versa.

388. Preparing an appeal is more than just developing projects. It is a long process of collaboration involving all the stakeholders. First, a national mine action strategy is developed followed by the preparation of the appeal document. Afterwards, the stakeholders must monitor and review the impact of the projects and revise the strategy accordingly.

389. There are many benefits to project proposals emanating from an appeal mechanism:
   - Donors will know that a project originating from an appeal is accountable to a common strategy;
   - The project will be consistent with proposals from other stakeholders and within the context of national development;
   - The national authorities will endorse the project;
   - The process ensures a better provision of services and less duplication; and
   - It demonstrates a commitment by mine action to be part of the country-level coordination process.

390. The principal appeal mechanisms are:
   - Portfolio of Mine Action Projects
   - CAP
   - Round Table
   - Consultative Groups
   - Mine Action Support Group (MASG)
PORTFOLIO OF MINE ACTION PROJECTS

391. Each year, UNMAS, in consultation with all UN System entities involved in mine action, develops a “Portfolio of Mine Action Projects”. This portfolio outlines mine action programmes and projects supported by the UN and is intended to mobilise voluntary contributions to expedite their successful completion.

392. The portfolio mirrors the UN Consolidated Appeal (CAP) cycle (February to November) described below and thus, mine action project and programmes submitted are written in a similar format to those submitted to the CAP document. However, it should be noted that CAP is not always present in the same countries as mine action.

UN CONSOLIDATED APPEAL (CAP)

393. In major or complex emergencies, which require a system-wide approach, the typical framework for strategic response and mobilising international humanitarian assistance will be a CAP coordinated by the Humanitarian Coordinator.

394. Through the CAP, the UN presents to the international community a strategy for emergency humanitarian relief in a country (or sometimes an entire sub-region) and asks for the necessary assistance, covering the entire range of needs of the affected population.

395. The TA is the focal point for mine action and should attend the regular CAP workshops and country strategy planning sessions hosted by OCHA.

396. Programme response is expected to derive from the strategy sessions, ensuring project proposals are integrated with the CAP coordination plan.

397. Many of the steps and methods of the CAP are the same as those for preparing a document for the “Portfolio of Mine Action Projects”\textsuperscript{45}. The CAP cycle starts in February and ends in October when the appeal document is sent to OCHA HQ for distribution to members of the IASC for final approval. The Secretary-General then launches all the CAPs globally, usually in November. Simultaneously, a decentralized launch is held in the major donor capitals (such as London, Washington, Brussels, etc.) These releases are media events, calculated to ensure donor interest and raise public awareness.

398. The Consolidated Appeal document consists of the following inter-agency sections:

- Executive summary
- Review of previous year
- Humanitarian context and problem analysis
- Identification of vulnerable populations
- Scenarios, including most likely planning scenario
- Humanitarian strategy including strategic goals and sector plans

399. Project summary sheets for the individual UN System entities are also included.

400. The TA can use highlights from the completed portfolio document to put in context the problems, the objectives and the outputs for the sections on: review of previous year, humanitarian context and problem analysis, identification of vulnerable populations, planning scenarios and humanitarian strategy, respectively.

\textsuperscript{45} Guidelines for the CAP process can be found in Annex 2.
401. Each entity has an agreement with OCHA to report back every month on financial expenditures of projects in the CAP. This is carried out through the financial tracking section of OCHA (http://www.reliefweb.int/fts) online.

ROUND TABLE

402. The Round Table is a series of meetings organized by UNDP to promote partnerships between donors and the governments of developing countries. The purpose of the partnership is to reach broad agreements on the recipient country’s policies, programmes and projects and to define the level and type of external support required.

403. The preparation for the meeting and the follow-up are viewed as a major aspect of capacity building for aid coordination for the recipient country. UNDP plays the roles of facilitating, supporting and capacity building rather than a management role. The recipient government’s "ownership" of the process is an important result. The World Bank assists UNDP in organizing Round Tables by providing supporting documentation on macroeconomics and sectoral issues.

404. The major benefits of the Round Table process are threefold:

- Recipient governments receive confirmation of donor support;
- Donors and recipient governments undertake a transparent dialogue on development priorities; and
- Capacity is built during the process, which requires that donors have confidence in the government’s economic and political agenda.

405. Through the office of the Resident Representative/Coordinator, the TA is responsible for ensuring, that mine action and its part in national development is fully represented at any Round Table process.

CONSULTATIVE GROUP

406. Consultative Groups provide a forum for recipient governments to request the mobilization of development resources.

407. Typically, a Consultative Group is a two-day meeting held at the request of the finance minister of an aid-recipient country. The Bank is responsible for convening, preparing background materials, and serving as the chair for Consultative Groups, which most often take place in Paris.

408. In many of the Lesser Developed Countries (LDCs) and particularly those participating in Consultative Groups, the Bank is normally the principal donor and carries considerable influence with the governments.

409. UNDP’s role is to support the process for Consultative Groups and complement the Bank, particularly by providing input on issues related to capacity building for sustainable human development and poverty eradication. UNDP also helps national authorities to prepare for and follow-up Consultative Group meetings.
410. The TA is responsible for ensuring that the Resident Representative/Coordinator has all the relevant information on the importance of mine action within the context of socio-economic development.

MINE ACTION SUPPORT GROUP (MASG)

411. Twenty-three donor countries and the European Commission united to form a sounding-board group called the Mine Action Support Group. An important donor body, the MASG frequently reviews the state of play in the mine action arena and recommends policy guidance.

412. MASG makes important financial contributions to mine action, including funding 99% of the VTF. However, it is also a forum for informal discussions between its members, concerned international organizations and NGOs, and the United Nations on mine action policy, including the need to maintain focus on different aspects of mine action such as humanitarian concerns and funding.
UN RESOURCES

413. The UN can mobilise many different types of resources. The most appropriate to mine action are as follows:

- Peacekeeping assessed budget
- Targeted Resource Allocation Against Core (TRAC 3)
- Adopt-A-Minefield®
- In-kind

PEACEKEEPING ASSESSED BUDGET

414. Through resolutions, the UN Security Council establishes peacekeeping operations, determining their mandates and authorizing deployment. Peacekeeping missions are large, normally well-funded operations, deployed as self-sufficient entities.

FINANCING OF SPECIFIC PEACEKEEPING OPERATIONS

415. The UN Secretariat first prepares a mission budget46 which is then submitted to the UN Advisory Committee on Administrative and Budgetary Questions (ACABQ). If approved, it is sent to the UN General Assembly's Fifth Committee, and then to the UN General Assembly. Finally, letters are sent to Member States for their approval.

416. Each mission is financed separately, with its own fiscal term beginning when a mandate is approved.

MINE ACTION

417. UNMAS is an integral part of DPKO and entitled to derive some resources from the assessed budget for each mission where mine action is required. There are many benefits to be gained from being part of a mission budget: office space, communications, local and international staff posts, transportation, security, administrative support, etc.

418. However, the assessed budget will only pay for personnel and services provided by the mine action component formed in direct support of the mission mandate. Humanitarian mine action is not usually funded by the assessed budget.

419. Where UNMAS-supported operations are part of a mandated peacekeeping operation, it is the responsibility of the Programme Officer to ensure that the mine action programme requirements are included in the Mission budget preparations on an annual basis. It is the Mission responsibility to submit the budget to the UN Secretariat.

REPORTING

420. The TA is responsible for submitting reports on peacekeeping resources used by the mine action programme to the Chief Administrative Officer47 (CAO) of the mission. The frequency and format of the reports is at the discretion of the CAO – the TA must comply with his/her wishes.

46 More details on the DPKO budget formulation process can be found in Annex 2
47 In larger peacekeeping missions this post may be upgraded to Director of Administration (DOA)
TARGETED RESOURCE ALLOCATION AGAINST CORE 3 (TRAC 3)

421. UNDP's Executive Board has earmarked five per cent of core resources for the special development needs of countries in crisis or special situations. This funding channel is called TRAC 3 and is managed by the Bureau for Crisis Prevention and Recovery (BCPR), at UNDP headquarters in New York.

422. Within TRAC 3, there is a funding category entitled Complex Development Situations, which specifically mentions the following areas of mine action activity: capacity-building, socio-economic reinsertion, mine clearance and UXO clearance.

PROCESS
423. To obtain funding, the TA, in coordination with the Resident Representative/Coordinator, the heads of UN System entities, the national authorities and donor representatives, prepares a two-page proposal. This is then forwarded by the Resident Representative/Coordinator to the UNDP regional bureau and BCPR.

424. The regional bureau presents the proposal to the Crisis Committee, which is chaired by the UNDP Associate Administrator. This committee meets every week to approve the allocation of TRAC 3 resources, following consultation with BCPR.

REPORTING
425. BCPR is responsible for monitoring the financial status of TRAC 3 resources within the established resource-planning framework and for reporting on them regularly to the Crisis Committee. The UNDP country office monitors the implementation of the project, ensuring it is in accordance with standard UNDP procedures, and submits monthly reports detailing expenditures to BCPR.

NOTE
- Reconstruction and rehabilitation of physical infrastructure and the purchase of relief materials are not eligible for TRAC 3 funding.
- Projects funded by TRAC 3 have a short duration, normally not exceeding 12 months.

ADOPT-A-MINEFIELD®

426. The UNA-USA runs Adopt-A-Minefield® in partnership with the Better World Fund (BWF) as a programme which raises funds for mine clearance, survivor assistance and public awareness about the landmine problem.

427. Adopt-A-Minefield® is formalized by an exclusive agreement between UNA-USA, BWF, and UNDP, with UN services to operate the programme provided by UNOPS.

PROCESS
428. The programme seeks national and international sponsors to adopt minefields that the UN has identified as being in urgent need of clearance. Sponsors raise funds in their communities to clear their adopted minefields and return land to productive use. Sponsors may adopt entire minefields (typically between $25,000 and $40,000) or contribute smaller amounts (as little as $5), which are pooled with other contributions. Every dollar raised is forwarded to the UN for mine clearance.
REPORTING
429. UNDP has overall management responsibility for Adopt-A-Minefield within the United Nations system and works closely with UNOPS, to whom it has subcontracted the coordination of all Adopt-A-Minefield demining activities.

IN-KIND
430. The value of "in-kind" resources including staff, premises, facilities, transportation, and communication should never be overlooked. The TA is responsible for leveraging the available and potential assets available in-country from national authorities, UN System entities, donors and other organizations. They can come from many sources and could include any of the services already mentioned as provided by peacekeeping missions. The TA must keep the Programme Officer informed of any local in-kind donations.

431. On the international level, the TA may request the Programme Officer to assist in negotiating in-kind donations from donors. This could be in the form of human resources (the 'loan' of technical or administrative personnel to assist in the day-to-day function of the programme) or the donation of material goods (vehicles, communication equipment, office equipment, etc.). The appropriateness and acceptance of the donation is always at the discretion of the TA, who best knows what is needed and, more importantly, what will work for the programme.

432. Most in-kind arrangements are either on a direct bilateral basis or through UNOPS. The latter is preferred, in order to ensure integration of in-kind resources within the UN programme. UNOPS has standard forms of agreement for this purpose, and long-standing experience with several providers of in-kind personnel for mine action.

433. In-kind resources should ideally always be at no cost to the programme.
RESOURCES

Funding Mechanisms
- Voluntary Trust Fund
- Cost Sharing
- Trust Funds
- Parallel Financing
- Management Services Agreement

Appeal Mechanisms
- Portfolio of mine-related projects
  - CAP
  - Round Table
  - Consultative Groups
  - Mine Action Support Group

UN Resources
- Peacekeeping assessed budget
- UN Foundation for International Pledges
- Targeted Resource Allocation against Core 3
- Adopt-a-Minefield
  - In-kind

MAPH draft 26 March 2004
DONORS

434. Donors respond to requests from both their representatives in the field (embassies, aid agencies, consulates, etc.) and in the capital cities (permanent missions, donor coordination groups, regional representatives, etc.). Similarly, requests for support of mine action must be coordinated between HQ and the field.

KNOW THE DONOR

435. Each donor has different procedures, policy objectives, programme agendas and reporting requirements. In addition, most donors have specific budgets and priorities for a country or region and consequent expectations from their funding.

436. It is important, therefore, to have comprehensive profiles of donors to refer to when seeking resources for a specific project. It will save time and energy to shortlist appropriate donors from the start. Furthermore, by cross-referencing shortlists, it is possible to determine if donor mandates overlap to the extent that multilateral funding or cost-sharing is feasible for larger projects.

437. The Programme Officer is responsible for identifying appropriate donors, developing extensive knowledge of their institutional requirements and establishing personal relationship with the respective focal points. Where there is a Resource Mobilization Officer the Programme Officer must coordinate all of his/her activities through this office.

438. In most countries, there is a lead donor – one that sets the pace for the others and influences the direction of funding. The TA should identify this donor as a matter of priority and inform the Programme Officer so that any approaches at different levels can be considered and coordinated.

COMMUNICATE WITH THE DONOR

439. It must never be assumed that donors understand what mine action is, what it does and the commitment it entails.

440. The TA should communicate with the donor in order to improve coordination in the field by:

- Requesting donors to place their resources at the disposal of a country-level coordination mechanism agreed on by stakeholders;
- Demonstrating how multi-year commitments and planning help decrease the need for bridge-funding;
- Encouraging donors to give funding priority to those agencies that agree to comply with the government's standards and policies;
- Suggesting that the donor with the greatest local capacity and legitimacy take the lead in donor coordination;
- Encouraging donors to be part of the overall development plan for the country; and
- Encouraging and assisting donors to use the UNMAS investment database on E-MINE.
PROPOSALS
441. There are several necessary aspects to a good proposal. It:

- Clearly demonstrates that the project was planned within the context of national development, in full coordination with all stakeholders and is endorsed by the national government;
- Is presented in an organised and donor-friendly manner;
- Targets the appropriate donor;
- Incorporates and details the full budget;
- Gives a timeline; and
- Defines the inputs and the outputs.

ELEVEN COMMANDMENTS FOR DEALING WITH DONORS

- Never criticise the donor unless it is constructive.
- Never criticise donors to other donors.
- Never criticise other programmes or the government.
- Acknowledge failures and deficiencies.
- Have a good product to sell.
- Mobilise for entire programme.
- Give your partners credit.
- Assist other organisations to raise money.
- Incorporate total amount requested into project budget.
- Get to know the donor personally.

DONOR CONSULTATIVE COUNCIL
442. A Donors’ Consultative Council is often created to serve as a forum to exchange information with the relevant national authorities and to monitor the efficient use of funds and resources provided by donor governments and/or agencies.

443. Normally, the Council is co-chaired by the Chairman of the National Mine Action Authority (NMAA) and the Resident Coordinator or a designated Ambassador. The TA is normally the Secretary. Other members include:

- Director of MAC;
- Ambassadors of donor nations; and
- International NGOs active in the mine action programme.

444. The Council holds meetings every three months at which the MAC Director should report activities and progress achieved since the last meeting, and objectives for the next 3 months.

445. Annually, the Director should present an annual work plan and budget prior to its submission and approval by the NMAA. Comments on the document and funding commitments are solicited from the Council.

446. Formation of such a body is a valuable aid to raising the profile of a mine action programme in the donor community and fostering commitment, trust and cooperation between donors and the NMAA.
MONITORING

447. Monitoring is the ongoing review of programmes and projects to provide the necessary assurance that the programme is running smoothly and effectively and within a given time frame.

448. Used appropriately, it is a useful tool which charts progress towards the achievement of key periodic and strategic objectives and, when necessary, facilitates suitable intervention to address delays due to lack of resources, coordination difficulties and any other complications that arise.

449. Monitoring begins and ends with a programme and is conducted at various levels and by different stakeholders such as the TA, the senior UN official, donors and the recipient government. All monitoring, particularly that of the Mine Action Centre, should be conducted with the framework of the national strategy on landmine action in mind.

450. This chapter deals with monitoring from the HQ perspective and is broken down into the following sections:

- Role of Programme Officer
- Field Trips
- Other Reports
ROLE OF PROGRAMME OFFICER

451. In many ways, monitoring from HQ is by exception; the emphasis is on looking for gaps and inconsistencies and seeking clarification on unclear issues.

452. Programme information accumulates quickly. Therefore, it is important to process it on a regular basis. Any reports received from the field must be:

- Acknowledged, preferably with constructive comments but always within a few days of receipt;
- Filed in the appropriate programme/project dossier;
- Assessed and measured against the original objectives and indicators of success to determine if there are any gaps or delays;
- Measured against the standards set by current or past projects of a similar nature;
- Contrasted against reports from other stakeholders;
- Summarised for the benefit of senior colleagues; and
- Acted upon as appropriate and in a timely manner.

453. Although this can assist to rate the performance of a programme, it is a complex task as there are different sets of conditions under which each programme/project operates. Information is more easily compared for sector activities that produce specific and concrete results. For example, mine clearing activities have tangible end products for which data is readily obtainable. Other sectors, such as advocacy, are not so easily measured and require time and further examination before passing judgement on their progress.

454. The interpretation of the data coming in is an ongoing process that provides a clear indication of the progress or lack thereof in a programme. If there is a problem, it allows for timely intervention to find a solution. Under certain circumstances, it may be necessary to recommend an evaluation (see next chapter).

455. For ease of reference, monitoring can be divided into three phases: 1) initiation, in which the infrastructure of the programme is being established; 2) sustainment, when the programme has settled into a more predictable routine and, 3) Closure when steps are being taken to wind up project activities. In all phases, monitoring will rely heavily on information supplied by the TA, which is then used to build a comprehensive profile of the programme.

456. The Programme Officer should be aware that the indicators detailed in the following pages are guidelines only and, as such, should be adapted to fit each individual programme.

48 Programme Officer’s checklist can be found in Annex 2.
INITIATION

457. Monitoring begins with the deployment of the TA who, during the briefing session at HQ, agrees to meet certain strategic objectives within a given time frame. Although time frames are considered flexible during the initiation phase (unforeseen events will occur), regular reports on the status of each objective and any reason for delay are essential.

458. The Programme Officer, as the focal point at HQ, needs indicators of success to verify that programme targets are being reached, specifically in relation to key objectives outlined by the following:

- National Mine Action Authority (NMAA)
- Mine Action Centre (MAC)
- Project document
- IMSMA
- IMAS
- Technical Standards and Guidelines
- SOPs
- Standards and procedures for accreditation and quality assurance

NATIONAL MINE ACTION AUTHORITY (NMAA)

459. The primary responsibility for mine action lies with the Government of the mine-affected state. The responsibility is normally vested in a national mine action authority, which is charged with the regulation, management and coordination of a national mine action programme.

460. Government agencies and other organizations will carry out mine action activities under the direction of the chairman of the NMAA, who will approve national plans and introduce policy and legislation as necessary.

461. In instances where there is no effective government or where there is a transitional government, a UN MAC may commence operations until such time as a national authority can assume the lead role.

INDICATORS OF SUCCESS

462. The TA will notify the Programme Officer of the creation of the NMAA and continue to forward relative information in regard to:

- Legislation enacting the NMAA, outlining its structure and responsibilities;
- Official notification of the appointments of chairman and commission members with job descriptions and terms of reference; and
- Policies emanating from the NMAA and how they will:
  - Facilitate coordination of mine action-related activities
  - Authorize the full and efficient use of available resources (human, financial, infrastructure and equipment) within the country to achieve mine action objectives
  - Define the roles of other organizations and the objectives of their activities and those of government agencies, both civil and military, in mine action
  - Create a MAC and the its terms of reference
  - Define the standards that mine action organisations will operate under.
Delegate licensing and accreditation authority to the MAC to approve implementing partners to conduct mine action operations.

MINE ACTION CENTRE (MAC)
463. The MAC is the operational arm of the NMAA and is critical to ensuring that all aspects of mine action operations are coordinated and regulated. The TA forwards documentation pertinent to the different activities as they eventuate.

INDICATORS OF SUCCESS
- The authority from the NMAA to act as the focal point and coordination mechanism for all mine action activities;
- Creation of its structure and responsibilities in detail, including its relationship to the government, UN agencies, demining organizations, donors, NGOs and private companies;
- Creation of an organizational chart including a staffing table with job descriptions/terms of reference;
- The establishment of an information management policy, including the collection and dissemination of data and the implementation of IMSMA;
- The adaptation of IMAS or national standards for mine action operations by all partners;
- Integration of other UN agency staff members into the MAC and their respective roles and responsibilities;
- Focal points named for the different sectors: mine risk education, victim assistance, clearance, advocacy and stockpile reduction;
- Development and implementation of technical and safety standards, quality assurance, and quality management procedures;
- Establishment of procedural guidelines for licensing and accrediting demining organizations;
- Inventory of resources (government, in-kind and donated, etc.);
- Capacity building projects in the form of training programmes for national staff;
- Template agreements signed by implementing partners to work under the coordinating authority of the MAC;
- SOPs agreed to and used by all stakeholders; and
- Criteria for monitoring and evaluating the different projects and operationalising them.

PROJECT DOCUMENT
464. The project document addresses the nation's requirements for mine action within the context of its socio-economic development and strategic plan. This document gives the Programme Officer an overall strategic view of the programme and assists as a basis for monitoring. Prepared by the TA, it defines and prioritises the mine action objectives. It also specifies the functional and organizational resources required to meet the stated objectives.

465. UNDP Project Documents are usually drafted by a combination of the TA, Country Office Programme Officers, UNOPS HQ staff and the BCPR Mine Action Team for approval by the Resident Representative who subsequently submits it to the government via the Chairman of the NMAA for agreement and signature.
**INDICATORS OF SUCCESS**
- Approved and signed by the NMAA director; and
- Approved and signed by the senior UN official in-country.

**IMSMA**
466. The IMSMA software package is an invaluable data management tool and critical to the information management component of mine action programmes.

**INDICATORS OF SUCCESS**
- Deployment into the MAC along with trained operators;
- Fully integrated into the information management system;
- Accessible and utilised by implementing partners to enter and evaluate data; and
- Mainstreamed as a prioritisation tool.

**IMAS**
467. The IMAS outline the technical and safety standards for mine action and are crucial to demining programmes.

**INDICATORS OF SUCCESS**
- Adaptation of standards by national authorities; and
- Translated into local language/s.

**SUSTAINMENT**
468. As the programme stabilizes, administrative and control measures are put in place and reports are regularly dispatched. In general, an agreement on the format of the report should be reached as early as possible. It should be easy to refer to, concise and focus on important information avoiding unnecessary detail.

469. The following principal reports are the responsibility of the TA:

- New Project
- Quarterly
- Financial
- Donor

**NEW PROJECT**
470. The commencement of an approved project within the programme is reported to HQ. The minimum information needed is:

- Project title and implementing partner/s;
- Project manager and organizational chart of staff;
- Copies of any contractual agreements;
- Copies of accreditation and licensing certificates for the relevant mine action sectors;
- Copies of donor agreements/funding mechanism used/reporting schedule and accountability mechanisms as appropriate;
- Budget showing a percentage set aside for monitoring and evaluation;
- Start and end date;
- Region/s of operation;

The report should clearly demonstrate that periodic, realistic and achievable objectives specifying the indicators to gauge success are built in.
• Relevance of the project to national development and strategic plan;
• Target beneficiaries;
• Aims and objectives;
• Periodic benchmarks; and
• Indicators of success.

QUARTERLY
471. These reports are a very simple and effective tool for monitoring the status of the programme and its component activities. They single out the activities that are either behind or ahead of schedule so that extra resources can be committed or withdrawn accordingly, thereby focusing the attention of management on problem spots. More importantly, they demonstrate the existence of control mechanisms within the programme and reveal how well-coordinated and planned the programme is.

472. Formats of the report vary according to programme and local circumstances; however, at a minimum the report should contain the following:

EXTENT OF MINE / UXO CONTAMINATION
473. National mine action programmes that have completed a Landmine Impact Survey should report on the number of communities in each administrative district immediately below national level (e.g.: Province, County or Canton) which are: 1. Highly impacted; 2. Moderately impacted; and 3. Lightly impacted. They should indicate the number of inhabitants and the estimated number of square kilometres for each category. Any changes to the indicated measures must be reported.

474. National mine action programmes that have NOT completed an Impact Survey should, whenever possible, report at the level below the national level, for example, at the Province level, on the number of hazardous areas identified. They should indicate the estimated number of square kilometres, and, if possible, include an estimate of the number of inhabitants affected. Any changes to the indicated measures must be reported.

OBJECTIVES & ACHIEVEMENTS
475. This section is intended to outline the objectives that the programme has defined for itself, whether as part of a long-term strategic plan or as part of an annual work plan, and to summarise the progress made against these objectives.

476. Wherever possible, the information should refer to all agencies working within the Mine Action Programme. This section should therefore report on:

• The long-term objectives of the programme if a strategic plan exists;
• The major objectives for the current reporting year as stated in the annual work plan; and
• The progress made in achieving these objectives to date, and during the reporting period.

PROBLEMS ENCOUNTERED
477. When required, this section provides an opportunity to report on the problems that have been encountered during the reporting period (including any funding shortfalls) which may have been the cause of objectives not being met or of a performance below expectations.

49 Hazardous area: contaminated area; generic term for an area not in productive use due to the perceived or actual presence of mines, UXO or other explosive devices.
ORGANIZATIONS AND ASSETS DEPLOYED

478. The purpose of this section is to record the total capacity deployed during the Quarter.

FINANCIAL

479. The frequency and format of these reports will depend on the agreement for each individual project. Financial reports will be submitted to donors, national authorities and HQ as they are completed. Any delays should be duly noted and queried.

DONOR

480. Donors may request periodic reports from the TA, or requests may be specified in the donor agreements. Copies are forwarded to HQ. Any delays should be duly noted and queried.

FAILURE INDICATORS

481. A failure indicator does not imply project failure; rather, it indicates that corrective measures may be necessary to bring a project into line with programme standards.

482. Examples of possible failure indicators are:

- Civilian casualty rate increases or constancies. This must be measured against local conditions, time frame, area of occurrence and reports from other organisations and should be looked at in the context of current demining and MRE projects and their location. Actions taken to respond must be immediate.
- Deminer casualties\(^{50}\). Occurrences can indicate different problems:
  - That the technology employed to detect mines is insufficient to the task
  - There is a possibility that quality is being sacrificed in the desire to achieve objectives
  - That a review of the training standards and their implementation in the field is necessary
  - That supervisory and monitoring controls need to be reviewed
- Monitoring reports by stakeholders are negative (government, donor and UN), and the structure of the MAC and role played by the TA should be reviewed.
- Lack of reports may also indicate potential problems.

\(^{50}\) Note that all accidents to deminers must be reported to the demining accidents database managed by GICHD.
FIELD TRIPS

483. Field trips are an essential part of monitoring and vital if HQ is to have a thorough understanding of the programme. The site visits should take place at least twice a year (once a year as an absolute minimum) and are usually not more than one week in duration. If the programme is UNDP-supported, visits must be coordinated with the Resident Coordinator through the Country Office Programme Officer. Where UNOPS is the executing agency, visits are coordinated through their HQ.

PREPARATION

484. Clear terms of reference must be established prior to undertaking the trip. The Programme Officer should:

- Be familiar with the names of the project managers and staff members of the MAC;
- Review the programme dossier and develop a comprehensive list of any gaps in the overall knowledge;
- Know where there are project problems or deficiencies that need clarification for either HQ or field staff;
- Plan which locations to visit and know what the current situation is;
- Have read relevant documentation including the clearance contract, accreditation and licensing agreements, SOPs, and reports from previous visits;
- Be aware of the results of post-clearance inspections, incident and investigation reports.

485. Donor and/or stakeholder organisations involved in mine action in the country concerned should be invited to send a staff member on the trip. It is useful to invite potential donors and give them an opportunity to see first hand how the programme runs and where their contributions can be used.

486. The TA should be informed in advance of the visit, its objectives, the expected meetings and the details on any persons accompanying – giving him/her an opportunity to make any preparations, including informing the senior UN officer, the director of the NMAA and any logistical arrangements such as transportation and interpreters. The TA can also suggest meetings and site visits.

487. Before departing, the Programme Officer should enquire from the field if there are any technical guidelines, training tools, reference material, personal mail or official correspondence that can be carried to them.

ARRIVAL

488. The first meeting on arriving in country will be with the TA who will brief the visitors on any local sensitivities and inappropriate or undesirable conduct and confirm their agenda for the duration of the stay.

MAC

489. The Programme Officer should return to HQ secure in the knowledge that:
• The internal quality management system is functioning to standard;
• Quality assurance procedures and internal quality control inspections are
  appropriate and implemented;
• Safe, effective and efficient operational procedures are being applied; and
• Projects are being monitored and evaluated on a regular basis.

490. This is done through discussions with staff and by inspecting demining management
documentation, for example, staff qualifications, training records, insurance coverage,
general occupational health practices, monitoring reports and records.

PROJECT VISITS

491. Field workers are the front line of mine action. They live and work under
considerable stress and strain, bearing the brunt of the programme effort. When visiting a
project site, it is important to be sensitive to their situation and to use tact when asking
questions so that they do not sound threatening or critical.

492. The Programme Officer should ask what can be done to improve HQ response and
what can be done to make field tasks easier. This is always followed up with a response
even if it is negative. However, no promises or commitments should be made that cannot
be delivered.

493. At the project site in-country, the staff should:
• Clearly understand operating and safety procedures;
• Have copies of, and conform to, national mine action standards;
• Be reporting data in accordance with IMSMA (where installed and operating);
• Have an efficient system of managing resources; and
• Have a strict system of accountability.

494. Do not take field workers' information at face value without crosschecking other
sources.

BENEFICIARIES

495. It is important to meet with any beneficiaries and get feedback on their perceptions of
how mine action is changing their lives and the differences it has made.

MONITORING REPORT

496. For all UN-supported programmes, the visitor should debrief the Resident
Coordinator and the Country Office Programme Officer. The TA should be debriefed and
any major concerns should be discussed and clarified. Positive feedback, both from field
and HQ should also be made clear.

497. The visit is also an opportunity for the TA to resolve any problems with HQ
coordination and response. Time should be set aside to discuss any criticisms; follow ups
should be made and answers given.

498. The Programme Officer is responsible for preparing and submitting a written report
within five working days of returning. Reports should be reviewed at HQ to determine the
need for any follow-up action. The report is filed in the programme dossier and used as a reference for future monitoring.

- Documents of interest (e.g. registers, reports, etc.), should be copied. NEVER take the originals from the MAC or project site.
- Highlight and strengthen the positive aspects of the programme.
- Follow up on any suggestions from the TA. Copy back the minutes from meetings or memoranda where the suggestions are discussed.
OTHER REPORTS

499. In addition to the reports received from the TA, there may be other important reports that offer an important perspective to the overall monitoring and must be forwarded to HQ.

MINE ACTION CENTRE

500. The Director of the MAC (or TA in the absence of a Director) will regularly monitor the programme and its sub-parts to confirm that management systems and operational procedures are consistent with the terms of the accreditation and licenses and in a manner that will result in the safe, effective and efficient clearance of land.

ANNUAL PERFORMANCE REVIEW (APR)

501. This is an assessment of the UNDP programme’s performance during a given year.

502. It is prepared by the TA in conjunction with target groups, NMAA and the Resident Representative/Coordinator.

503. It aims to:

- Provide a rating and textual assessment of the progress of a programme or project in achieving expected results;
- Present stakeholders' insights into issues affecting the implementation of a programme or project and their proposals for addressing those issues;
- Serve as an input to any evaluation of the programme or project; and
- Be a source of inputs to the preparation of the annual and country reviews of the country cooperation framework.

504. This report is completed and submitted to the UN country office two weeks prior to the tripartite review (see next paragraph). The country office is responsible for circulating it to the tripartite participants one week before they meet.

TRIPARTITE REVIEW (TPR)

505. This is a policy-level meeting of the parties directly involved in a UNDP programme. It aims to assess the progress of a programme or project based on the APR and to take decisions on recommendations to improve the design and implementation of that programme or project in order to achieve the expected results.

506. Participants include:

- NMAA
- Resident Representative/Coordinator
- UN System entity leading the programme
- Other stakeholders, including the UN and donors, as deemed appropriate

507. The Resident Representative is responsible for organizing a tripartite review, in consultation with the Government and the TA, and for ensuring that decisions are taken on important issues.
508. The Resident Representative prepares the agenda for the TPR, in consultation with the Government and the TA. The agenda must include the following topics:

- Follow-up to previous tripartite review or evaluation of the programme or project;
- APR: assessment of the relevance, potential and actual achievement of results, issues and problems in design and implementation, conclusions, and recommendations.
- Decisions: management actions required, the parties responsible and the time-frame for implementing the actions.
- Work plan: progress expected before the next tripartite review, or, in the case of a terminal tripartite review, proposed follow-up to the programme or project, if any.
- Need for evaluation: a specific recommendation on whether an evaluation is needed and justifications for such a recommendation.

**PROCEDURE**

509. The senior Government representative presides over the TPR but may also designate the Resident Representative or the designated institution representative to do so.

510. The TPR participants review the APR and other agenda items. If they decide not to accept the recommendations of the APR, an explanation of the basis for such decision must be reflected in the TPR report.

511. The TA prepares the tripartite review report (TRR) and circulates it to the participants within two weeks of the TPR. The TRR must provide a succinct summary of the issues and problems discussed, decisions taken, or in the case of a terminal TRR, any follow-up to the programme or project.

512. The designated institution ensures that the parties concerned implement decisions taken at the TPR.

**DONOR REPORTS**

513. Donors often prepare reports on the projects they are funding; these should be obtained by the TA and copied to HQ.

**THE COUNTRY OFFICE**

514. The Resident Representative/Coordinator normally monitors and visits programmes on a regular basis sometimes accompanied by other stakeholders interested in the programme. A report may be compiled on their findings.

**MINE VICTIM STATISTICS**

515. These are regularly compiled and released by the government, WHO, Red Cross and similar organisations. They should be obtained by the TA and copied to HQ.
Chapter 6

EVALUATION AND TRANSFER

516. From the onset, the ultimate goal of UN-supported mine action programmes is complete national ownership.

517. The majority of UN-supported mine action programmes are nationally owned from the outset. Others are initiated and run by UNMAS/UNOPS and, when sufficient national capacity has been built, transferred to national ownership albeit with continued technical advice and capacity building support provided by UNDP (often through UNOPS).

518. The transfer of programme knowledge and managerial expertise is neither fixed nor totally predictable. It depends on the situation in the mine-affected country including government priorities. Managerially competent staff may be in short supply and deployed elsewhere and there may be deficiencies in the number or quality of expatriate staff necessary to train national counterparts. Donors must be confident that the funds they provide are spent and accounted for appropriately and transparently. As such, all stakeholders must agree when a programme is to be handed over to national ownership.

519. It is important that any reduction of UN support is conducted in such a way that there is no disruption to the programme and that the reputation of the UN is not harmed but enhanced. A process for building national capacity must be in place at all levels of the mine action programme as outlined in Chapter 3, Programme Mandate and Formulation.

520. A comprehensive evaluation by HQ in conjunction with the major stakeholders is a vital component of the programme cycle and must be undertaken at least once before a programme is transferred to national ownership or, in the case of a UNDP technical advice and capacity building support programme, it is completely phased out. The evaluation which occurs before transfer will assess the need and scope of a follow-on UNDP-supported programme.

521. This chapter deals with the following phases from the HQ perspective:

- Evaluation
- Transfer
- Final Report
EVALUATION

522. The UN has an inherent responsibility to improve the quality and cost effectiveness of mine action programmes without compromising technical and safety standards.

523. Evaluation is the systematic process used to determine, as objectively as possible, the effectiveness, efficiency and impact of a mine action programme. It is intended to improve programming, strengthen the UN's external credibility, ensure accountability, promote greater understanding of the work of mine action and provide lessons learned to enhance the development of current and future programmes.

524. Most programme evaluations are conducted by the stakeholders in-country. An evaluation initiated by HQ is normally implemented to provide a comprehensive assessment of the effectiveness of a programme with at least two years of operational history in achieving its objectives and sustaining its benefits. However, it may also be used either as a policing function to assess what is wrong with a programme or to validate the readiness for national ownership. Irrespective of the reason, the basic structure of an evaluation is the same:

PREPARATION

525. It is important that all stakeholders agree on the format and timing of the evaluation. It is the lead agency’s responsibility, in consultation with other interested parties, to organise a multisectoral evaluation. Once an evaluation mission is agreed, different players have specific and inter-related tasks:

PROGRAMME OFFICER

526. The Programme Officer informs the TA that an evaluation mission is planned51, and requests a Point of Contact to assist with planning arrangements.

527. The Programme Officer coordinates and supervises the evaluation mission by:

- Requesting key stakeholders (UN System and donors) to nominate representatives to take part in the evaluation and assist with planning;
- Asking these representatives to contact their respective country offices to inform them of the mission, alert them to support requirements, and solicit their input; and
- Arranging meetings of team members to discuss details on the scope and arrangements for the mission, including Terms of Reference (see next section: Planning).

TA

528. The TA informs all stakeholders in-country of the impending evaluation and nominates a focal point to prepare for the evaluation team. The focal point is responsible for arranging:

- Meetings with:
  - Resident Coordinator
  - Heads of UN System entities in country
  - National authorities
  - Director of NMAA

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51 Programme Officer’s checklist can be found in Annex 2.
- Representatives of ministries (Defence, Health, Education, Interior, Agriculture, Reconstruction, Transport, Telecommunications, etc.)
- Military and police officials
- Donors (embassies, foundations, etc.)
- International Organizations
- International and local NGOs
- Project managers

- Administrative and Logistic Support:
  - Interpreters
  - Transportation
  - Accommodation for team members

**PLANNING**

529. Planning an evaluation requires negotiating with stakeholders responsible for various components/sectors of the programme. Their input is vital when determining evaluation objectives and methods.

530. The Programme Officer is responsible for involving the stakeholders and soliciting their needs, particularly in regard to:

- Determining the baseline data to be used as a comparative for the evaluation;
- Terms of Reference;
- Briefing and supervising the evaluator(s); and
- Reception and dissemination of the report.

**DETERMINING BASELINE DATA**

531. Reviewing the dossier on the programme will be the best data source. It is a critical repository of knowledge and contains vital information (monitoring results, in-country evaluation reports and numerous additional data, etc.) that can be used by the evaluators to determine the effectiveness and impact of the programme since its inception.

532. However, extensive data requires much time and effort to analyse. The Programme Officer’s familiarity and understanding of the constraints and obstacles faced during the programme cycle will enable the data to be carefully pre-selected and reduced to a more manageable size to determine the purposes, questions and methods of the evaluation.

**TERMS OF REFERENCE**

533. The most critical part of planning an evaluation is to determine in advance exactly what the evaluation is about and what it hopes to achieve. For UNDP-supported programmes, the terms of reference will be drafted by the UNDP Country Office Programme Officer and approved by the Resident Representative. For UNMAS programmes, terms of reference will be drafted by the UNMAS Programme Officer, in consultation with UNOPS, and approved by the Director, UNMAS.

534. Once the terms of reference are agreed at the HQ level, they are circulated for comment to stakeholders in-country who will have the discretion to add to the objectives and/or to give guidance to the mission overall. It is important to incorporate all feedback into the terms of reference to ensure universal endorsement of the process.

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52 A sample terms of reference can be found in Annex 2
BRIEFING AND SUPERVISING THE EVALUATOR(S),
535. The Programme Officer may not necessarily attend the evaluation, but is responsible for briefing the evaluation team prior to departure. Time should be taken to ensure that the team understands the terms of reference, in particular, to ensure that the objectives and consequent output are clearly understood. Furthermore it should be stressed to the team that the evaluation is viewed as a service. It is not meant to be threatening. It is a tool to improve programming and, if the team is to access reliable information, they will have to create a relationship based on mutual respect and trust. Honest communication should be supportive, rather than intimidating, and it should also be constructive.

ADMINISTRATIVE DETAILS
536. The Programme Officer is responsible for overseeing any administrative details that may arise:

- Contacting the focal point to determine if security clearance is required to travel to the country or any part thereof. If so, the necessary biodata of the team members and their itinerary must be forwarded to the Designated Official for approval. This is copied to the team members so they can inform their respective security office.
- Determining the visa, vaccination and other travel requirements and informing team members accordingly.
- Coordinating the dates of travel with the key stakeholders in-country.
- Budgeting for the evaluation mission – costs are assessed in the programme budget and should be charged accordingly. Donors will attend at their own expense unless provision was already made for their attendance in the initial budget.

IN-COUNTRY
537. The Programme Officer must ensure that the team knows what to expect and how to operate once in-country. The responsibilities of the team are as follows:

Team Leader
538. Upon arrival in-country, the team leader introduces the team to the TA, briefs him/her of their mission and presents any updated documentation. In some situations, the team may be required to attend a security briefing by the Field Security Officer (FSO).

539. During the mission, the team leader:

- Introduces the various team members at meetings;
- Presents the mission's terms of reference and objectives during meetings;
- Explains what information is deemed necessary for the purpose of the evaluation and the final report;
- Reviews and discusses the daily progress with team members and ensures they are receiving all necessary assistance and have the tools to do their work;
- Liaises with focal point to ensure logistical requirements are in place for each meeting (e.g. transportation and interpreters);
- Is responsible for coordinating any travel arrangements with the focal point and ensuring that the team complies with security instructions; and
- Along with the team, debriefs the Resident Coordinator, TA and other officials (Heads of Agencies and donors) on the preliminary findings at the end of the field trip.
Team Members
540. The team members, at all times, represent the UN and must conduct themselves accordingly and work under the authority of the team leader.

541. Each team member is responsible for:
- Familiarising themselves with their respective area of responsibility and ensuring that their data needs are met;
- Using the agreed evaluation methods to gather data;
- Analysing the data collected and formulating findings and recommendations; and
- Assisting with the drafting of the evaluation report.

542. Due to the scope of the evaluation and the consequent variety of technical information needed, the different team members will often need to work separately to evaluate a certain sector.

RECEPTION AND DISSEMINATION OF THE REPORT
543. Generally, a draft report should be completed and discussed in-country before the team departs. The team will have three weeks after the evaluation to complete a final draft of their respective submissions under the following general outline, which is adapted according to the situation:

TITLE PAGE
- Name of country/region;
- Names and organizations of the evaluators; and
- Date of evaluation and date of report.

EXECUTIVE SUMMARY
- Summarize the purpose of the evaluation, the methods used, the major findings, and the recommendations in priority order.

INTRODUCTION
- Acknowledge those who contributed to the evaluation;
- Describe the programme being evaluated (the structure, approach, cross-cutting activities, objectives and funding); and
- Summarize the evaluation context (purposes, composition of the team, duration).

EVALUATION OBJECTIVES AND METHODOLOGY
- List the objectives; and
- Describe the methods used to gather and analyse data (copy template questionnaires/surveys to annex).

FINDINGS
- State findings clearly using data presented graphically in tables and figures (where possible);
- Explain the comparisons made to judge the quality of the progress made (baseline data used);
- Identify the successes and failures, the reasons and the methods to overcome obstacles; and
- Define the programmes contribution within the context of socio-economic development.
CONCLUSIONS AND RECOMMENDATIONS

- Describe overall conclusions of the programme by evaluation team broken down by sector;
- List the recommendations for the different sectors in priority order;
- Link recommendations explicitly with the findings, discussing their implication for decision-makers; and
- Propose a timetable for implementing/reviewing recommendations (if an ongoing programme).

LESSONS LEARNED

- Identify lessons learned for those planning, implementing or evaluating mine action programmes; and
- Detail any lessons learned for GICHD and HQ in respect to technology, IMAS and IMSMA.

ANNEXES

- List of persons interviewed and sites visited;
- Terms of Reference; and
- Country data.

544. The team leader then convenes a meeting of team members to agree on the content of the report. Once the team has agreed on a final draft it is initially reviewed by the Steering Committee and then circulated to all concerned stakeholders for comment.

545. Feedback is taken into account when finalizing the report. An attempt is made to reconcile any differences in views or in the overall evaluation of a programme. However, any unresolved disagreements with other stakeholders on substantive issues are reported briefly in a footnote.

546. Once principal stakeholders have agreed to the report, it will be published on the UNMAS database E-MINE in order to facilitate access to the lessons learned and enhance transparency.
TRANSFER

547. The UN policy on mine action stresses that the development of national capacity to plan, manage, and execute mine action strategies at country level is essential to deal with the mine problem in the long term.

548. Ultimately, the goal is national ownership and, to be successful, it must be carefully planned and executed.

549. The formal planning to transfer ownership is determined by the NMAA in conjunction with the executing UN agency.

550. A schedule to accomplish the transfer process will be drawn up and will detail:
   - The national capacity-building measures necessary for the country to plan, coordinate, manage, and sustain a programme that is accountable, cost-effective, and able to address the humanitarian and socio-economic implications of landmine contamination;
   - The resources needed to complete the schedule;
   - An estimated time-frame and benchmarks for completion;
   - The persons responsible to achieve key objectives; and
   - The measurable indicators of their success.

551. Transfer should be a gradual process that depends on many different elements (the size of the programme, the extent of mine/UXO contamination and the infrastructural capabilities of the host nation, etc.)

PROGRAMME OFFICER

552. Programme transfer is the responsibility of the executing agency through the TA. Therefore, the schedule and its implementation must be closely monitored by the Programme Officer. There are three identifiable phases containing key milestones that s/he should look for to gauge progress:
   - Preparatory Phase
   - Implementing Phase
   - Transfer Phase

PREPARATORY PHASE

TRANSFER SCHEDULE

553. The formal plan outlining the different measures that must be taken within a given timeframe and their consequent success indicators prior to the programme transfer being affected must be copied to HQ.

IDENTIFYING NATIONAL STAFF

554. The NMAA, in conjunction with the TA, will develop job descriptions and define the minimum qualifications and experience necessary to use as a guideline for the recruitment process. Agreement will be reached with the national authorities regarding salaries, taxation, contractual terms of staff and insurance before recruitment commences.
555. This agreement should be endorsed by all stakeholders to ensure future confidence in the transfer process. It should be noted that any nationals on UN staff contracts are subject to the conditions of service established and agreed between the government and the executing agency.

IMAS
556. IMAS should be adapted and translated into the local language and officially recognized and implemented by the national authorities as the national standard for all demining activities.

IMSMA
557. Nationals will be selected for training courses to operate and maintain IMSMA, usually in conjunction with GICHD.

TRAINING
558. Provision will be made to integrate national officers into the MAC, and management tools will be developed by the TA and expatriate staff to provide in-service training.

559. Donors will be requested to provide funds for fellowships and other external academic training courses pertinent to mine action management and technical expertise.

IMPLEMENTING PHASE

INTERNATIONAL STAFF
560. Any expatriate staff working in the programme must be informed well in advance if his or her contracts will be terminated due to their eventual replacement by national staff. The Programme Officer must be informed of the anticipated end date of any expatriate staff member.

TRAINING
561. Academic training is no substitute for experience; there is still a long process of on-the-job training, which will be organised by the TA in conjunction with the NMAA. The length and type of training will be designed and supervised by expatriate professional staff.

562. The TA will establish an objective evaluation process for all national staff working in the MAC to monitor progress and determine suitability.

DONOR SUPPORT
563. At various stages, donor support should be secured to fund academic training (fellowship grants) and to monitor the transfer process with a view to gaining confidence to fund a nationally-owned programme.

TRANSFER PHASE
564. The actual transfer date is decided after careful appraisal of the national capacity building exercise by the NMAA, Resident Coordinator, executing agency, and TA. Sufficient time to complete the myriad of tasks necessary to effect transfer must be made.

ADMINISTRATIVE ISSUES
565. All contracts entered into by the TA must be finalised or the legal responsibility transferred (insurance, vendors, rental agreements, etc.).

566. The closing or transfer of legal responsibility of any UN-managed accounts, trust funds, etc. must be negotiated through the Resident Coordinator and in close coordination
with the donors. Certificate of closure and final financial reports must be copied to the Programme Officer.

567. The TA will be responsible for ensuring that all outstanding claims (salaries, benefits, damages, bills, etc.) are either paid or ownership and responsibility is transferred to the UNDP office and properly accounted for.

TRANSFER OF ASSETS

568. Over time, items of equipment were purchased by, or loaned to, the programme. These must all be accounted for. If equipment is to be transferred to national ownership it must first be approved by HQ and then executed through the office of the Resident Coordinator.

569. Transfer of programme equipment to another programme should be undertaken only when the equipment is not vital to the running of the programme.

The Programme Officer will do well to remember that once the TA is gone, all queries on outstanding programme issues may well be directed to him/her.
FINAL REPORT

570. The TA will gradually hand over responsibilities to the national counterparts until at some stage s/he is replaced.

571. The Programme Officer will be notified of the expected end date of the TA and make arrangements for his/her debriefing in HQ. At this stage the TA will be advised to compile a final report which is the official memory of all the activities of the TA, and provides HQ with a first hand evaluation of the programme and can help others take action on the basis of his/her recommendations. The format will be as follows:

EXECUTIVE SUMMARY
- Highlights of the main points in the report.

BACKGROUND
- Summary of how the programme started and the principal factors which contributed to its evolution. Description of the impact on the environment, economy, infrastructure, population etc.; and
- Summary of the situation upon arrival in country, including a description of the conditions, the identities of the partners operating in the area and a detailed account of the mine problem.

COORDINATION AND STRATEGY
- Description of the methods used to bring together and coordinate partners, including the main constraints and how they were tackled;
- Description of the evolution of the programme and how it was coordinated and implemented;
- Illustration of the major changes in strategies or procedures, including the obstacles faced and the solutions; and
- Description of the communications and logistics networks, how effective they were, and what improvisations were necessary.

HUMAN RESOURCES AND SUPPLIES
- Estimation of the total resources brought into the programme, in terms of personnel, expendables and equipment, including what was useful and what wasn’t. Recommendations for future programmes.

FUNDS
- Of the total funding received, specifications on the amounts for each sector, including funds already earmarked for ongoing projects/programmes, what remains to be used, and what potential resources are available.

CONCLUSIONS AND EVALUATION
- Determination on the success of the mission, and whether it was qualified or absolute. The achievement of general objectives and what lessons were learned,

MINE ACTION TECHNOLOGY
- Identification of technology, including that which calls for further investigation from the technical divisions at HQ. Description of what improvisations were necessary and what was most/least useful.

UNDP COUNTRY OFFICE
- Summary of how the UNDP office better prepare itself for mine action and what lessons were learned for other country offices.
UN RESIDENT COORDINATOR
- An assessment of how familiar the Resident Coordinator was with mine action policies and what assistance was received from him/her in relation to the coordination and implementation of the programme.

HQ
- From the initial briefing through to departure, recommendations for how procedures can be streamlined or improved and what was most/least helpful.

INTERNATIONAL PARTNERS, UN AND NGOS
- Assessment of their performance, i.e., their responsiveness and cooperation towards coordination, their strengths and weaknesses, recommendations for working/not working with future programmes?

NATIONAL AUTHORITIES
- Analysis of improvement by the national mine action authority between arrival and departure, and their response to international intervention.

NATIONAL NGOS AND OTHER NATIONAL PARTNERS
- Assessment of their performance, i.e., their responsiveness and cooperation towards coordination, their strengths and weaknesses, recommendations for working/not working with future programmes?

DONORS
- Recommendations on how they can respond more efficiently in the future and the kind of feedback they need from the field. Discussion on their reaction to the mine action coordination and their concerns, if any.

RESOURCE MOBILISATION
- Analysis on how resource delivery can be improved, including what interested donors and what didn’t.

RECOMMENDATIONS
- Recommendations for programme enhancement and for improvement of other mine action programmes or activities, including changes in policies and methods, streamlining of procedures and cuts in costs.

LESSONS LEARNED
- Description of the lessons learned, and how negatives can be avoided in future programmes.

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572. Copies of related terms of reference and additional background data on the country and the programme, including maps, samples of the formats used to collect data and reporting, charts, graphs, lists of personnel, equipment and supplies, tables with financial summaries, copies of the most important correspondence and notes for the record.
TO THE READER

This handbook is intended to serve and assist mine action. You can help improve the handbook by forwarding any comments using the “Contact us” page on the UNMAS website: www.mineaction.org
Please put “MAPH” as a subject header in the comments box.
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MINE ACTION AND EFFECTIVE COORDINATION: THE UN POLICY (A/53/496)

I. Introduction
1. Years of conflict have left millions of scattered and unrecorded landmines in more than fifty countries. (1) Civilians, children as well as adults, are more and more often targets of these sly weapons in times of war, and have become by the thousands victims of their deadly legacy in times of peace. Landmines have removed vast areas of land and resources from productive use. Countries with weak or barely existing social and economic infrastructures are often hardest hit, and within these countries the poor are those who suffer the most and are least able to cope.

2. There is growing awareness within the international community that what has come to be known as the "global landmine crisis" has far-reaching consequences and requires a multi-faceted and integrated response. There is also recognition that the United Nations has a key role to play in articulating this response and in providing the necessary support and coordination mechanisms. This role was reaffirmed in the successive resolutions of the UN General Assembly on assistance in mine clearance (2), as well as in the amended protocol II to the CCW Convention (3) and in the landmark Ottawa Convention (4).

3. In conformity with the expectations of affected populations, the United Nations has accumulated a great deal of experience in mine action. Programmes have been established in various countries, starting with Afghanistan in 1988 and Cambodia in 1992. In light of this experience and of lessons learnt, this paper was developed to encapsulate the key principles on which UN mine action is based and to clarify roles and responsibilities within the United Nations system.

II. Objectives
4. The objectives of the principles developed in this paper are threefold and complementary:
   a. to foster the ability of the United Nations to support, in a coordinated, timely and effective manner, affected countries and populations in responding to the immediate and long-term problems posed by landmines;
   b. to foster the ability of the United Nations to support and build upon the collective efforts of the international community at large;
   c. to strengthen the credibility of the United Nations in terms of transparency, accountability and effectiveness.

III. The Nature of Mine Action
5. Mine Action refers to all those activities geared towards addressing the problems faced by populations as a result of landmine contamination. It is not so much about mines as it is about people and their interactions with a mine-infested environment. Its aim is not technical - to survey, mark and eradicate landmines - but humanitarian and developmental - to recreate an environment in which people can live safely, in which economic, social and health development can occur free from the constraints imposed by landmine contamination, and in which victims' needs are addressed.

6. A distinction has sometimes been made between operational mine action (i.e. mine action in support of operations mandated by the UN Security Council), humanitarian mine action, and mine action in support of reconstruction and development. The United Nations does not adhere to this distinction, since it does not reflect the fact that there is
considerable overlap between the various aspects of a country's recovery (peacekeeping and peace-building, reintegration of refugees and IDPs, revival of communities, reconstruction and development), and that what really matters is the establishment of clear priorities in relation to the needs of the affected populations.

7. Given the importance of an integrated and holistic response to the issue of landmine contamination, and the need to bring real and lasting support to those who are at risk, UN mine action encompasses four complementary core components:
   a. Mine Risk Education and risk reduction education;
   b. minefield survey, mapping, marking, and clearance;
   c. victim assistance, including rehabilitation and reintegration;
   d. advocacy to stigmatise the use of landmines and support a total ban on antipersonnel landmines.

In support of these core components, other activities will be key to the success of mine action and mine action programmes, such as: resource mobilization, national/local capacity building and requisite institutional support (including human resource development of local counterparts from both government and civil society), information management (including the conduct of assessment missions, surveys and, more generally, data gathering), training of personnel (in all mine-related responsibilities, including management), and quality management (including setting of standards and programme monitoring and evaluation).

IV. GUIDING PRINCIPLES

A. SCOPE AND NATURE OF THE LANDMINE PROBLEM

8. Landmines are first and foremost a humanitarian concern and must be addressed from this perspective. They are also an impediment to rehabilitation and sustainable development. The nature and scope of the landmine problem must be defined in terms of its humanitarian, public health, and socio-economic implications, including, in particular, its impact on lives, livelihoods, the provision of humanitarian assistance, and, more generally, an environment which should be safe and conducive to peace-building, reconstruction, and development.

9. All relevant information on landmine contamination and its humanitarian and socio-economic consequences should be provided to the United Nations Mine Action Service (UNMAS), through the UN Resident/Humanitarian Coordinators in the field or other partners as appropriate, so that a comprehensive profile of the landmine problem can be developed and early action initiated.

B. PRINCIPLES FOR UN ASSISTANCE IN MINE ACTION

10. In dealing with the landmine problem, the United Nations will respect the fundamental humanitarian principles of neutrality, impartiality and humanity so that priority is given to those who are most vulnerable. Training or support for mine action will not, in principle, be provided to the militaries of mine-contaminated countries.

11. The United Nations will take every opportunity to stigmatise the continuing use of landmines and to support a total ban on antipersonnel landmines. In order to receive assistance, relevant parties should be committed to supporting mine action actively, and to desisting from producing, stockpiling, using, and transferring antipersonnel landmines.
When applicable, this commitment should form an integral part of peace treaties, ceasefire agreements and peace-building arrangements.

12. Exceptions to the above principle should be based only on humanitarian considerations: humanitarian mine action activities focused on reducing immediate threats to the well-being of affected communities and to the activities of humanitarian workers should not be subjected to conditionalities related to the continuing use of landmines.

C. THE NOTION OF INTEGRATED AND SUSTAINABLE MINE ACTION

13. The United Nations supports a holistic approach to mine action, addressing its various elements in a complementary manner both at the field level, and at the headquarters level. Mine risk education, minefield mapping, marking and clearance, victim assistance and rehabilitation, advocacy to stigmatise the use of landmines and support for a comprehensive ban, are all integral parts of mine action.

14. This holistic approach requires that appropriate attention be given to the issues of national ownership, sustainability and capacity building. In countries with long-term needs, mine action programmes must be sustainable and should include as a key component the development of a national/local capacity from the outset of mine action activities throughout the development of integrated programmes. A national/local capacity (formed most often under the auspices of a government or local authorities) is characterized by its ability to develop and articulate overall policy and direction, as well as to plan, coordinate, manage, and sustain a programme that is accountable, cost-effective, and able to address the humanitarian and socio-economic implications of landmine contamination.

15. Mine action initiatives must also be an integral component of strategies designed to rehabilitate health care, education, infrastructure, agriculture and marketing systems, to name but a few of the requirements of societies recovering from violent conflicts.

D. THE REQUIREMENT FOR EFFECTIVE COORDINATION

16. To ensure effective coordination within the UN system, all mine action activities will be organized in consultation with UNMAS, and with the UN Resident/Humanitarian Coordinators in the field as appropriate.

17. When programmes are initiated in the field, coordination mechanisms should be established to ensure that strategic and forward planning takes place and that country-wide mine action activities are consistently integrated, monitored, and reviewed (including Mine Risk Education in refugee camps in neighbouring countries and mine clearance related to peacekeeping missions, when applicable).

18. As part of these coordination mechanisms, a database should be developed, and a level I survey (followed by a level II survey) should be undertaken at the earliest possible opportunity.

19. Donors, NGOs, and other entities concerned with the problem of landmines should be encouraged to coordinate their activities with UNMAS and with the UN and local authorities responsible for mine action in the field.
20. UNMAS will ensure that regular monitoring and lessons learnt missions are conducted, and that insights gained from particular experiences are shared with all interested parties.

E. THE INITIATION AND DEVELOPMENT OF MINE ACTION PROGRAMMES IN THE FIELD

21. Action to address the mine problem must begin as early as possible when there is a recognized need. It should include, in particular, assessments and level I surveys, awareness and risk reduction education, victim assistance, and advocacy to stigmatise the use of landmines.

22. Without prejudice to agencies' existing mandates and accountability, all requests for assistance in mine action should be reviewed in consultation with UNMAS. When justified by the circumstances, and as a first step of a United Nations response, UNMAS should, as soon as it is possible and in consultation with the UN Resident/Humanitarian Coordinator, organize a multidisciplinary and multisectoral assessment to define the scope and nature of the problem, to identify constraints and opportunities relating to the development of mine action initiatives, and to make recommendations for a comprehensive response including institutional arrangements for the coordination and implementation of mine action activities.(5)

23. The primary responsibility for taking action against the presence of landmines lies with the concerned state. Thus, in principle, the Government of the affected country should assume overall responsibility for the coordination and management of a national mine action programme. When required, UNDP, in consultation with all stakeholders, including UNMAS, relevant local partners, NGOs, donors and UN entities, should assist in creating sustainable national capacities and in preparing and implementing an overall programme plan.

24. In circumstances where the United Nations has to initiate a programme under its auspices, either because of the requirement to meet urgent humanitarian and operational needs or because of the absence of recognized national authorities, UNMAS will develop the initial programme plan in consultation with all stakeholders, including relevant local partners, NGOs, donors and UN entities. This plan should clearly define objectives, priorities, institutional arrangements and other requirements, including technical and financial support, as well as modalities to undertake specific activities. It should be designed to meet critical urgent needs as well as the long-term requirements essential for the development of a sustainable, national/local capacity, when applicable.

25. When required, transitional arrangements for the provision of UN support to the ongoing development of a sustainable national/local mine action capacity should be identified and clearly defined at the earliest stage to ensure a smooth transfer of responsibilities. They should be decided on a case-by-case basis but will normally be implemented when the national authority assumes responsibility for the coordination and management of the overall mine action programme originally developed under UN auspices.
26. Whenever practical and in order to facilitate the transition process when it is required, the UN entity responsible for providing logistical, financial, and administrative support to a mine action programme during the initiation phase will continue to be responsible for this support throughout the development of the programme.

F. THE REQUIREMENT FOR PRIORITISATION AND ACCOUNTABILITY

27. All programmes should have well-established mechanisms to set priorities for mine action activities on the basis of need and the most effective use of available resources. While it must be remembered that no two situations are alike, priorities for mine clearance will often include, inter alia, the following: provision of emergency assistance; settled land with high civilian casualty rates; land required for the resettlement of refugees/IDPs; land required for agriculture; community development; access to and free operation of health services; reconstruction, and infrastructure development.

28. Programmes should also incorporate clearly defined accountability mechanisms to ensure that priority needs are met and that there is cost-effective use of available resources. They should involve periodic review exercises in order to determine overall effectiveness in approach, orientation and implementation, and to advise on what changes, if any, need to be introduced.

V. RESPONSIBILITIES AND COORDINATION MECHANISMS

A. ROLE AND RESPONSIBILITIES OF UN PARTNERS (6)

United Nations Mine Action Service (UNMAS)

29. The United Nations Mine Action Service is the focal point within the UN system for all mine-related activities. In this capacity, it is responsible for ensuring an effective, proactive and coordinated UN response to landmine contamination. UNMAS, in consultation with other partners, will establish priorities for assessment missions, facilitate a coherent and constructive dialogue with the donor and international communities on the mine issue, and coordinate the mobilization of resources. It is also responsible for the development, maintenance and promotion of technical and safety standards (a responsibility which will be delegated to UNICEF with regard to Mine Risk Education and to WHO with regard to the public health aspect of victim assistance); for the collection, analysis and dissemination of mine-related information, including information on technology; for advocacy efforts in support of a global ban on antipersonnel landmines; and for the management of the Voluntary Trust Fund for Assistance in Mine Clearance.

Department for Disarmament Affairs (DDA)

30. The Department for Disarmament Affairs, in collaboration with UNMAS and other entities of the Organization, will support the role of the UN Secretary-General in relation to the Ottawa Convention. The Department's specific responsibilities relate to provisions of two articles: "Transparency measures" (article 7) and "Facilitation and clarification of compliance" (article 8).

Office for the Coordination of Humanitarian Affairs (OCHA)

31. The Office for the Coordination of Humanitarian Affairs is responsible for sharing all relevant information with UNMAS and other partners regarding the humanitarian implications of landmines. It will work to ensure that humanitarian needs are met as an integral component of the overall humanitarian endeavour. It will advocate for a global ban on antipersonnel landmines and for victim assistance. OCHA will also work closely
with UNMAS on resource mobilization in its capacity as manager of the Central Emergency Revolving Fund (CERF) and coordinator of the Consolidated Appeal Process (CAP).

**Office of the United Nations High Commissioner for Refugees (UNHCR)**

32. The Office of the United Nations High Commissioner for Refugees will ensure that the needs of refugees and other populations of concern to UNHCR are met. In particular, it will work with UNICEF to develop appropriate Mine Risk Education programmes in refugee camps and with WFP for the safe delivery of food.

**United Nations Children's Fund (UNICEF)**

33. The United Nations Children's Fund, working in collaboration with UNMAS, is the UN focal point on mine risk education. In this capacity, it will provide appropriate guidance for all Mine Risk Education programmes, liaising closely with concerned partners such as OCHA, WFP, UNHCR, WHO and UNDP. UNICEF, in collaboration with WHO, ICRC, and other partners where appropriate, will ensure comprehensive rehabilitation of landmine victims, which includes psychosocial counselling, physical rehabilitation (including the provision of prosthetics and orthotics, and education for those with disabilities. Additionally, UNICEF will continue to be an active advocate for the promotion of a total ban on antipersonnel Landmines and the ratification of the Ottawa Convention.

**United Nations Development Programme (UNDP)**

34. Within the UN system, the United Nations Development Programme will be responsible for addressing the socio-economic consequences of landmine contamination and for supporting national/local capacity building to ensure the elimination of the obstacle they pose to the resumption of normal economic activity, reconstruction and development. When applicable, UNDP will have primary responsibility for the development of integrated, sustainable national/local mine action programmes in situations where the problem of landmines is not only a humanitarian emergency. It will work closely with UNMAS and share all relevant information.

**United Nations Office for Project Services (UNOPS)**

35. The United Nations Office for Project Services is a principal service provider within the UN system for integrated mine action and capacity building programmes. It will implement mine action programmes as appropriate in collaboration with concerned partners (UNMAS, UNDP and others). As its mandate enables it to work with all UN agencies, UNOPS will be instrumental in providing the continuity of implementation that is required for mine action programmes.

**World Food Programme (WFP)**

36. The World Food Programme is involved in mine action in relation to its mandate to provide food assistance. Its three main areas of concern are:
   a. the clearance of access roads for the speedy and cost-effective delivery of food assistance;
   b. the clearance of land required for the safe return of displaced populations;
   c. the clearance of crop land for agricultural use in order to promote sustainable levels of local food production.

**Food and Agriculture Organization (FAO)**
37. The Food and Agriculture Organization is involved in mine clearance in relation to its humanitarian agriculture relief activities in countries affected by complex emergencies. The definition of criteria for the selection of priority sites requiring mine clearance is a pre-requisite to the formulation of humanitarian relief/short term rehabilitation interventions.

**World Bank (The Bank)**

38. As a development agency the World Bank supports programmes, in member countries, which help lead to the eradication of poverty and to the promotion of sustainable development. Its support of mine action is based upon the recognition that mine pollution is, for many affected countries, a significant obstacle to the reestablishment of normal development activities. In this context, it shares with UNDP a perspective which views mine pollution as a development problem with long-term consequences and, necessarily, with long-term solutions which extend far beyond initial humanitarian concerns. Globally, the Bank shares responsibility with UNDP for convening donor groups in reconstruction situations and thus has a major role in resource mobilization and in setting long-term agendas for international support for mine action and other needs. It works closely with all UN departments and agencies. (7)

**World Health Organization (WHO)**

39. Within the framework of its mandate as expressed by the 101st session of its Executive Board, the World Health Organization will be responsible for the development of appropriate standards and methodologies, as well as the promotion of health service capacity building for sustainable victim assistance, through the Ministries of Health of affected countries. It will provide public technical health support to the various UN partners involved in mine action, and cooperate closely with UNICEF and ICRC.

**B. CONTRIBUTIONS OF LIKE-MINDED PARTNERS**

40. The United Nations welcomes and acknowledges all contributions to mine action made by like-minded partners from both governments and civil society. It recognizes in particular the instrumental role played by the NGO community and the International Committee of the Red Cross in raising public awareness of the landmine issue and addressing the needs of those at risk. In articulating and developing its mine action policy and activities, the United Nations strives to give due consideration to the concerns of all parties.

**Non-Governmental Organizations (NGOs)**

41. Humanitarian mine action NGOs are important contributors to the building of indigenous capacities to respond to the consequences of landmines. Experienced humanitarian mine action NGOs have the capacity to effectively transfer skills related to mine risk education, mine survey and marking, mine clearance, data collection, analysis and programme management. Their contributions to the promotion of safety and quality assurance standards, to developing community-based prioritising of resource deployment based on humanitarian need, and to raising local and global consciousness of the landmine problem (and its moral implications) render them a valuable source of insight, advice and operational capacity. Often working with affected communities prior to UN involvement in a mine-affected country, NGOs are important partners in the development of policies for and the implementation of integrated, coherent and cost effective mine action programming. (8)
The International Committee of the Red Cross (ICRC)
42. The International Committee of the Red Cross acts to help all victims of war and internal violence and endeavours to ensure implementation of humanitarian rules restricting armed violence. In dealing with the scourge of landmines, the ICRC has encouraged the international community to adopt a "public health" approach comprising preventive, curative and rehabilitative measures. While these measures include as a key element humanitarian mine clearance, the ICRC's efforts have focused on advocacy, mine risk education, and assistance to landmine victims (first aid, surgery, rehabilitation and socio-economic reintegration). The ICRC encourages efforts to promote better field cooperation and coordination in order to avoid duplication and waste of human and material resources. (9)

C. COORDINATION AND LIAISON GROUPS

43. UNMAS will ensure that the mine issue is addressed as appropriate in the context of existing coordination mechanisms. These mechanisms include: the Humanitarian Liaison Working Group (HLWG), the Inter-Agency Standing Committee (IASC) and the Executive Committee on Humanitarian Affairs (ECHA) at the headquarters level; the UN Resident/Humanitarian Coordinator and UN country team meetings at the field level. UNMAS will also ensure that all like-minded partners outside the UN system, including Non-Governmental Organizations, the ICRC and other components of the Red Cross and Red Crescent Movement, are fully involved.

44. An Inter-Agency Coordination Group on Mine Action, chaired by the Under-Secretary-General for Peacekeeping Operations, will support the overall inter-agency coordination of UN mine action initiatives and activities. It will include inter alia representatives from DDA, OCHA, UNHCR, UNICEF, UNDP, UNOPS, WFP, FAO, the World Bank and WHO.

45. A Steering Committee on Mine Action, chaired by the Under-Secretary General for Peacekeeping Operations, will support the coordination of UN mine action initiatives with those of non-UN partners. In addition to the members of the Inter-Agency Coordination Group on Mine Action, it will include inter alia representatives from ICRC and the ICBL.

VI. RESOURCES (10)

A. OVERALL APPROACH AND ACTIVITIES REQUIRED IN SUPPORT OF RESOURCE MOBILIZATION

46. Transparency, timeliness, accountability and cost effectiveness are the guiding principles behind all resource mobilization efforts in support of mine action throughout the United Nations system.

47. The various UN actors will continue to conduct their own fund raising activities for mine action both in the field and at the headquarters level (11). However, they will coordinate these activities with UNMAS to ensure that they are coherent and mutually reinforcing. Donor meetings on mine action will be coordinated with UNMAS.

48. In order to secure the consistency of UN mine action, and unless exceptional circumstances make it clearly unpractical to do so, new mine-related projects and initiatives, if they are not already part of an ongoing UN programme, will be discussed
with the Inter-Agency Coordination Group on Mine Action before being submitted for funding to the international community.

49. UNMAS will initiate regular consultations with all partners involved, through the Steering Committee on Mine Action, to set priorities for mine action with a view to sharing them with the international community.

50. Where specific funds are made available in support of mine action in general, such as in the case of the UN Fund for International Partnerships (UNFIP) (12), UNMAS will coordinate the UN approach and serve as focal point.

51. In situations where country-specific consolidated appeals exist and mine action projects are ongoing or deemed necessary, such projects will be included in the appeals. In its capacity as coordinator of the Consolidated Appeal Process (CAP), OCHA will ensure that UNMAS is consulted.

52. In order to assist donors in determining how best to utilize their resources, UNMAS will prepare each year a comprehensive "portfolio of mine action projects" outlining the resources required for all mine action projects. This document will take into consideration those projects that are already included in country-specific consolidated appeals, as well as those for which similar resource mobilization mechanisms do not exist. It will be utilized in support of donor meetings and pledging conferences.

53. Implementing agencies will ensure that the necessary mechanisms are established in the field to regularly exchange information with the international community and provide them with updates on the status of UN programmes and budget requirements, as well as detailed financial statements of income and expenditures.

54. UNMAS should be provided with the information required to maintain and discuss the "portfolio of mine action projects" at any given time with members of the international community, as well as an updated financial summary of past and ongoing mine-related operations (including cash contributions, donations in-kind and secondment of personnel).
B. SUPPORT MECHANISMS
   1. Financing mechanisms

55. Although the resources raised for mine action are for the most part channelled through the UN system, they may also be channelled through external partners (NGOs for example) if so required for cost-effectiveness purposes.

56. The Voluntary Trust Fund for Assistance in Mine Clearance (VTF) is used primarily to finance:
   a. the overall coordination of UN mine action;
   b. the conduct of assessment missions to monitor the scope of the landmine threat and the programmes established to deal with it;
   c. the initiation of new mine action activities and programmes when and where required;
   d. the bridging of funding delays in ongoing programmes.

57. The Central Emergency Revolving Fund is designed as a cash-flow mechanism to ensure the rapid and coordinated response of the organizations of the United Nations system to requests for emergency assistance (ST/SGB/251). It can be used only to make advances to UN organizations and entities. These advances have to be reimbursed as a first charge against the voluntary contributions received in response to consolidated appeals.

58. For programmes that have to be sustained in the long term, specific trust funds should be established within the financing agency as soon as possible. The objective of these trust funds is to allow for the principles of transparency, accountability and cost effectiveness to be respected.

59. Mine action in support of peacekeeping operations will continue to be financed exclusively by peacekeeping budgets and resources, to the exclusion of resources drawn from the Voluntary Trust Fund for Assistance in Mine Clearance.

60. World Bank resources are primarily provided on the basis of interest free credits (IDA) or loans (IBRD). Resources are provided directly to governments, who own the process and are responsible for execution. Many governments have, to date, chosen to draw upon humanitarian grants for demining. There is, however, significant potential for increased support from the Bank's credits or loans for financing mine action if a. member governments decide that this use of Bank resources is appropriate and b. borrower governments require resources for mine action beyond those available from grant sources.

2. Monitoring and reporting to donors
   61. Implementing agencies in charge of country programmes are responsible for submitting regular progress and financial reports to donors. These reports should take into consideration cash contributions as well as contributions in-kind and secondment of personnel. They should provide sufficient details on the origin of the resources made available and on the expenditures incurred against those resources.

62. On an annual basis, UNMAS will prepare a financial statement related to mine action for distribution to the donor community.

Footnotes:
1) Throughout this document, "landmine" will be used in reference to both landmines and unexploded ordnances (UXOs). A glossary of terms commonly used in the context of mine action is attached as Annex A.

2) See in particular the most recent resolution, A/RES/52/173, attached as Annex B.


5) Terms of reference for assessment missions are attached as Annex C.

6) The specific role of the various UN partners in relation to resource mobilization is attached as Annex D.

7) A more extensive discussion of the World Bank and Mine Action is attached to this document as Annex E.

8) Various guidelines and policy documents have been developed by the NGO community on the landmine issue. Two examples are provided as Annex F: 1/. The so-called "Bad Honnef of Guidelines", originally drafted by the German Campaign to Ban Landmines and subsequently discussed and revised at an international NGO-Symposium in Bad Honnef on 23rd/24th June 1997; 2/. The Statement of Principle jointly issued by Handicap International, Mines Advisory Group and Norwegian People's Aid in Brussels on 21 November 1997.

9) A more extensive discussion of the ICRC's approach to mine action is attached to this document as Annex G.

10) The term "resources" will be used in its generic sense, referring not only to financial contributions, but also to donations in-kind (material, equipment, personnel and services).

11) The specific resource mobilization rules and procedures applying to the various UN partners is described in Annex H.

12) UNFIP serves as interface with the UN Foundation also known as the "Turner Trust Fund".

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UN INFORMATION MANAGEMENT POLICY FOR MINE ACTION

This sectoral policy has been endorsed by the Inter-agency Coordination Group on Mine Action during a meeting chaired by the Under-Secretary-General for Peacekeeping Operations on 26 September 2001.

I. INTRODUCTION

1. There is growing awareness within the international community that what has come to be known as the "global landmine crisis" has far reaching consequences and requires a multi-faceted and integrated response. There is also recognition that the United Nations has a key role to play in articulating this response and in providing the necessary support and coordination mechanisms. This role has been reaffirmed in successive resolutions of the UN General Assembly on Assistance in Mine Action ¹, as well as in the amended protocol II to the CCW Convention ² and the Antipersonnel Mine Ban Convention. ³

2. The role of the United Nations as a central repository of information for mine action is particularly critical. In its latest Resolution on Assistance in Mine Action ¹, the General Assembly emphasized "the importance of developing a comprehensive information management system for mine action, under the overall coordination of the United Nations Mine Action Service and with the support of the Geneva International Centre for Humanitarian Demining, in order to facilitate the setting of priorities and the coordination of field activities." The General Assembly also urged "Member States, regional organisations, governmental and non-governmental organisations and foundations to continue to extend full assistance and cooperation to the Secretary-General and, in particular, to provide him with information and data as well as other appropriate resources that could be useful in strengthening the coordination role of the United Nations in mine action […]."

3. In addition, both the amended protocol II to the CCW Convention ⁴ and the Antipersonnel Mine Ban Convention ⁵ call on States "to provide information to the database on mine clearance established within the United Nations system, especially information concerning various means and technologies of mine clearance, and lists of experts, expert agencies or national points of contact on mine clearance."

4. Building upon recent developments, experiences and lessons learnt, this paper was developed to define the key principles on which UN mine action information management is based and to clarify roles and responsibilities within the United Nations system in this regard. It is intended as a sectoral policy, further elaborating the UN mine action policy document submitted by the Secretary-General to the fifty-third session of the General Assembly. ⁶

II. OBJECTIVES

5. Recognising that effective information management underpins the success of all aspects of UN mine action programming and management, the objectives of this policy are three-fold and complementary:

a. To foster the ability of the United Nations system, mine affected countries and the wider international community to maximize the use of information for mine action and other humanitarian and development activities;
b. To support decision-making and prioritisation for both global oversight and field-level mine action activities;
c. To strengthen the credibility of the United Nations in terms of transparency, accountability and effectiveness.

III. GUIDING PRINCIPLES

A. GENERAL

6. Information management refers to the technical resources and skills, as well as procedural and organizational mechanisms, necessary to effectively collect and use information in support of organizational and programmatic objectives, including prioritisation and decision-making.

7. Mine action information management refers to the management of information in support of all those activities which are integral to effective mine action, including:
   - Mine risk education;
   - Minefield survey, mapping, marking, and clearance;
   - Victim assistance, including rehabilitation and reintegration;
   - Stockpile destruction;
   - Advocacy and treaty implementation
   - Other enabling activities such as resource mobilization, management and reporting, capacity building, planning and operational management, training, and quality management.

8. Information management is not an end in itself or a stand-alone activity. The aim of mine action information management is to support the mine action community's decision-making, reporting and public information requirements, recognising that these requirements may be different at the field level and at the global/headquarters level. Information management should allow the mine action community to, more effectively:
   - Define and analyse the landmine problem;
   - Develop and manage appropriate mine action programmes;
   - Assess and measure the progress made; and
   - Mobilize, allocate and monitor resources.

9. Effective information management systems require reliable geospatial data (paper maps and digital data). Therefore, the development of mine action programmes and information management systems should take into account from the outset the availability, quality, extent, format and acquisition costs of the geospatial data required.

B. INFORMATION COLLECTION AND MAINTENANCE

10. Data collection activities need to be closely coordinated to avoid duplication of efforts, and should incorporate proper quality control mechanisms. Data collection and quality control should be conducted in accordance with existing international standards.

11. At the field level, national/local mine action programmes and mine action coordination centres, where they exist, are responsible for coordinating the collection of all mine-related data. In their normal coordination role, UN Resident/Humanitarian Coordinators
will ensure that these efforts are integrated with other information management efforts designed to meet humanitarian and development needs.

12. To enhance the reliability, compatibility, comparability and exchange of mine action information, data collection and recording formats should be standardized. UNMAS, in collaboration with relevant partners, will establish formal procedures to develop and maintain information collection-, and recording formats and survey standards. Standards and procedures will, wherever possible, follow those already established by relevant groups such as the Geographic Information Support Team (GIST) and the United Nations Geographic Information Working Group (UNGIWG).

13. The way information is collected and information management systems are structured should be properly documented. The maintenance of metadata, or information about information, should be an integral part of information management, both in the field and at headquarters.

14. The data contained in information management systems represents a significant investment of resources, far surpassing the cost/value of the basic hardware and software. Priority attention should therefore be given to the development of proper information security procedures and tools to safeguard the integrity of the data holdings.

C. INFORMATION ANALYSIS

15. Information collection and analysis should address the socio-economic factors and criteria required for improved decision-making, including prioritisation, of mine action activities, and support national humanitarian and socio-economic objectives. In addition, information management will provide a common basis for inputs, processing and outputs for all the components of an integrated mine action programme.

16. The UN will develop a knowledge base of guidelines and best practices for country mine action programme and information managers on the utilization of survey collected data in support of management decision-making.

17. Effective use of information management tools requires training in the requisite skills. Such skills include advanced problem solving and analysis. The UN will identify training needs as part of the set-up of a programme and as a recurring capacity building requirement.

D. INFORMATION DISSEMINATION AND EXCHANGE

18. Local/national authorities are the primary owners of mine action data and information concerning their country. Such information must therefore be properly handled and attributed when used by the United Nations. While certain information may carry specific sensitivities precluding open access, reasons for restricting access to all or portions of datasets should be properly documented.

19. The United Nations supports transparent information exchange for mine action. In principle, all mine action-related information collected by, shared with or made available to the United Nations will be considered public information and dealt with as such.
Requests for treating information confidentially must be raised with the United Nations before any such information is provided to the United Nations.

20. Information sharing procedures and mechanisms should be defined and developed based on the users' needs. The detailed information used at the field level is usually not required at the global level. Therefore, mine-related information coming from the field should normally be aggregated and sent to headquarters at one level below the national level.

21. To facilitate general information dissemination as well as the expansion of a mine action knowledge base, the UN supports the maximum use of internet-based electronic dissemination of information.

IV. RESPONSIBILITIES AND COORDINATION MECHANISMS FOR INFORMATION MANAGEMENT

A. ROLE AND RESPONSIBILITIES OF UN PARTNERS

United Nations Mine Action Service (UNMAS)
22. The United Nations Mine Action Service is the focal point within the UN system for all mine-related activities. In this capacity it has overall responsibility for coordinating the collection, analysis and dissemination of landmine-related information, and for the development of mine action information management systems. It has entered into a collaborative agreement with the GICHD to support this responsibility. The other partners within the UN family are committed to share all relevant information with UNMAS. The UN Mine Action Service is also responsible for the development of appropriate standards for mine action information and information management systems.

Department for Disarmament Affairs (DDA)
23. The Department for Disarmament Affairs is the repository of all treaty-related information, in particular information submitted under article 7 of the Antipersonnel Mine Ban Convention and under amended Protocol II to the CCW Convention.

Office for the Coordination of Humanitarian Affairs (OCHA)
24. The Office for the Coordination for Humanitarian Affairs is responsible for sharing all relevant information with UNMAS and other partners regarding the humanitarian implications of landmines. It will work to ensure that appropriate information sharing arrangements are in place and the integration of mine action into overall humanitarian relief planning

United Nations Children's Fund (UNICEF)
25. The United Nations Children's Fund, working in collaboration with UNMAS, is the lead UN agency for mine risk education. In this capacity, it will support the development of policies and standards for mine action information and information systems insofar as they relate to mine risk education requirements.

United Nations Development Programme (UNDP)
26. Recognising that the Government of an affected country should assume overall responsibility for a national mine action programme, UNDP will, when required, and in consultation with relevant partners, assist Governments in creating sustainable national
capacities for information management, as an integral part of an overall mine action programme.

**World Health Organization (WHO)**
27. Within the framework of its mandate, and in cooperation with UNMAS, ICRC and UNICEF, WHO will support the development of policies and standards for mine action information and information systems insofar as they relate to victim assistance. WHO will ensure that information collection and management activities that concern victims are designed and executed with the principle of non-discrimination in mind, so that all victims of trauma are equally served by the development of victim information systems.

**World Food Programme (WFP)**
28. As the food aid arm of the UN, WFP uses its food to meeting emergency needs, support economic and social development and provide the logistics support necessary to deliver food. Consistent with its mandate and in support of the development of rapid mine action responses in emergency situations, WFP will, in coordination with UNMAS and other partners, contribute to the early collection, analysis and dissemination of mine-related information. WFP will help determine emergency and humanitarian mine clearance needs as they relate to the transport, storage and distribution of food.

**United Nations High Commissioner for Refugees (UNHCR)**
29. The Office of the United Nations High Commissioner for Refugees is responsible to ensure that the needs of refugees and other populations of concern to UNHCR are met. Building on its internal management mechanism, for emergency preparedness and response in particular, UNHCR will, in coordination with UNMAS and other partners, contribute to the collection and analysis of appropriate information to support the development of mine action responses when and where required.

**United Nations Office for Project Services (UNOPS)**
30. The United Nations Office for Project Services is a principal service provider within the UN system for integrated mine action and capacity building programmes. Implementing mine action programmes as appropriate in collaboration with concerned partners (UNMAS, UNDP and others) it will ensure that due consideration is given to the provision of adequate, timely and appropriate support to all mine action information management efforts to include equipment, hardware, software, staff/counterpart training, and management training.

**Other UN Agencies and Departments**
31. The contributions of other UN Agencies and Departments, in particular those which are part of the Inter-Agency Coordination Group on Mine Action, are essential for effective mine action information management. The needs of these Agencies and Departments will be fully incorporated into the planning of mine action information initiatives. They will provide full information in support of these initiatives.

**B. CONTRIBUTIONS OF LIKE MINDED PARTNERS**
32. The United Nations welcomes and acknowledges all contributions to mine action information management made by like-minded partners from governments, the private sector, research institutions and civil society. A guiding principle is to avoid duplication and maximize mutual benefits from the use of, inter alia, existing databases and software solutions.
Geneva International Centre for Humanitarian Demining (GICHD)
33. The Geneva International Centre for Humanitarian Demining is a principal executing partner of UNMAS. In order to meet some of the information requirements of the UN, it has agreed with UNMAS to develop an Information Management System for Mine Action (IMSMA). Under the arrangement, UNMAS is responsible for providing guidance to the Centre for the definition of the overall policy, scope, content, functionality and deployment requirements of IMSMA. The GICHD is responsible for development, implementation and training in the field, technical support and project management.

International Committee of the Red Cross (ICRC) and non-Governmental Organisations (NGOs)
34. The International Committee of the Red Cross and humanitarian NGOs are important contributors to mine action. They are an invaluable source of information on landmine-related issues and contribute actively to the development of information management systems for mine action.

C. COORDINATION MECHANISMS
35. A Mine Action Information Working Group (MAIWG), established and chaired by UNMAS under the auspices of the Inter-agency Coordination Group on Mine Action, supports the overall coordination of UN mine action information issues and activities. It reviews, validates and prioritises information and information system needs, and provides guidance and support to the GICHD in this regard.

V. CONCLUSION
36. This document aims to provide the overall policy framework within which the information required for mine action activities can be managed most effectively and in a coordinated manner. It will be complemented by more detailed technical guidelines and standards to support the development of data collection procedures and information management systems.

ANNEX A. GLOSSARY OF TERMS COMMONLY USED

**Geographic information system (GIS):** GIS is a powerful software technology that allows an unlimited amount of information to be linked to a geographic location. Coupled with a digital map, GIS allows a user to graphically view multiple layers of data based on their geographic distribution and association. GIS incorporates powerful tools to analyse the relationships among various layers of information.

**Georeferencing:** Georeferencing refers to a process whereby geographic coordinates or other indirect referencing codes are added to tabular data in order to allow simple comparison, compilation and analysis of disparate datasets based on common locations.

**Mine Action:** Mine action refers to all those activities that aim to address the problems faced by civilians as a result of landmine contamination. UN mine action encompasses five complementary core components:
- Mine risk education;
b. Minefield survey, mapping, marking, and clearance;
c. Victim assistance, including rehabilitation and reintegration;
d. Advocacy to stigmatise the use of landmines and support a total ban on antipersonnel landmines;
e. Stockpile destruction.

In support of these core components, other activities will be key to the success of mine action and mine action programmes, such as: resource mobilization, national/local capacity building and requisite institutional support, information management, training of personnel, and quality management.

**Raster data:** Raster data use an imaginary grid of cells to represent the landscape. Point features are stored as individual column/row entries in a grid; lines are identified as a set of connected cells; and areas are distinguished as all of the cells comprising a feature.

**Relational Database Management System (RDMS):** As opposed to a single table with numerous fields for each record entered, a RDMS uses identification codes to link multiple tables of data. The codes used establish the relationship between data tables. RDMS are very effective in managing large amounts of data and permitting detailed queries to determine the relationship among data compiled against different records.

**Vector data:** Vector data use sets of X,Y coordinates to locate three basic types of landscape features: point, lines, and areas. Points (towns, incident locations etc.) are represented by a single pair of X,Y coordinates. Lines (roads, rivers etc.) are represented by a series of X,Y coordinate points connected in order. Areas or polygons (lakes, administrative boundaries, urbanized areas etc.) are represented by a set of X,Y coordinates closing on itself and implying its interior.

**ANNEX B. RESOLUTION A/55/120 ON ASSISTANCE IN MINE ACTION**

Resolution adopted by the General Assembly

Assistance in mine action

The General Assembly,

**Considering** mine action to be an important component of United Nations humanitarian and development activities,

**Reaffirming** its deep concern at the tremendous humanitarian and development problems caused by the presence of mines and other unexploded devices that constitute an obstacle to the return of refugees and other displaced persons, to humanitarian aid operations and to reconstruction and economic development, as well as to the restoration of normal social conditions, and that have serious and lasting social and economic consequences for the populations of mine-affected countries,

**Bearing in mind** the serious threat that mines and other unexploded devices pose to the safety, health and lives of local civilian populations, as well as of personnel participating in humanitarian, peacekeeping and rehabilitation programmes and operations,

Deeply alarmed by the number of mines that continue to be laid each year, as well as the presence of a large number of mines and other unexploded devices as a result of armed conflicts, and thus convinced of the necessity and urgency of a significant increase in mine-clearance efforts by the international community with a view to eliminating the threat of landmines to civilians as soon as possible,

Noting the decisions taken at the First Annual Conference of the States Parties to Amended Protocol II to the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects, held at Geneva from 15 to 17 December 1999, particularly with respect to Protocol II to the Convention, and the inclusion in Amended Protocol II of a number of provisions of importance for mine-clearance operations, notably the requirement of detectability,

Noting also the entry into force of Amended Protocol II to the Convention on 3 December 1998,

Recalling that the States parties at the Review Conference of the States Parties to the Convention declared their commitment to keep the provisions of the Protocol under review in order to ensure that the concerns regarding the weapons it covers are addressed, and that they would encourage the efforts of the United Nations and other organizations to address all problems related to landmines,

Noting that the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on Their Destruction entered into force on 1 March 1999 and that the Convention has been signed or acceded to by one hundred and thirty-nine States and ratified by one hundred and nine States, noting also the conclusions of the Second Meeting of the States Parties to the Convention, held at Geneva from 11 to 15 September 2000, taking note of the reaffirmed commitments that were made, among other things, to provide assistance for mine clearance and rehabilitation, the social and economic reintegration of mine victims and mine-awareness programmes, and taking note also of the work of the inter-sessional programme established by States parties to the Convention,

Stressing the need to convince mine-affected States to halt new deployments of anti-personnel mines in order to ensure the effectiveness and efficiency of mine-clearance operations,

Recognizing the important role that the international community, in particular States involved in the deployment of mines, can play in assisting mine clearance in mine-affected countries by providing necessary maps and information and appropriate technical
and material assistance to remove or otherwise render ineffective existing minefields, mines and booby traps,

Concerned about the limited availability of safe and cost-effective mine-detection and mine-clearance equipment, as well as the need for effective global coordination in research and development to improve the relevant technology, and conscious of the need to promote further and more rapid progress in this field and to foster international technical cooperation to this end,

Concerned also about the limited availability of the technical, material and financial resources needed to meet the cost associated with mine-clearance activities in mine-affected countries,

Recognizing that, in addition to the primary role of States, the United Nations has an important role to play in the field of assistance in mine action,

Reaffirming the need to reinforce international cooperation in the area of mine action and to devote the necessary resources to that end,

Concerned about the critical financial situation of the Mine Action Service of the Department of Peacekeeping Operations of the Secretariat,

Welcoming the mine-action coordination centres already established under the auspices of the United Nations, as well as the creation of international trust funds for mine clearance and mine assistance,

Noting with satisfaction the inclusion in the mandates of several peacekeeping operations of provisions relating to mine-action work carried out under the direction of the Department of Peacekeeping Operations, in the context of such operations,

Commending the action already taken by the United Nations system, donor and recipient Governments, the International Committee of the Red Cross and non-governmental organizations to coordinate their efforts and seek solutions to the problems related to the presence of mines and other unexploded devices, as well as their assistance to victims of mines,

Commending also the role of the Secretary-General in increasing public awareness of the problem of landmines,

1. Welcomes the report of the Secretary-General on the activities of the United Nations in assistance in mine action:\footnote{18}

2. Calls, in particular, for the continuation of the efforts of the United Nations, with the assistance of States and institutions as appropriate, to foster the establishment of mine-action capacities in countries where mines constitute a serious threat to the safety, health and lives of the local population or an impediment to social and economic development efforts at the national and local levels, emphasizes the importance of developing national mine-action capacities, and urges all Member States, in particular those that have the capacity to do so, to assist mine-affected countries in the establishment and development of national capacities in mine clearance, Mine Risk Education and victim assistance;
3. **Invites** Member States to develop national programmes, in cooperation with the relevant bodies of the United Nations system where appropriate, to promote awareness of landmines, especially among women and children;

4. **Expresses its appreciation** to Governments, regional organizations and other donors for their financial and in-kind contributions to mine action, including contributions for emergency operations and for national capacity-building programmes;

5. **Appeals to Governments**, regional organizations and other donors to continue their support to mine action through further contributions, including contributions through the Voluntary Trust Fund for Assistance in Mine Action, to allow for the timely delivery of mine-action assistance in emergency situations;

6. **Encourages** all relevant multilateral and national programmes and bodies to include, in coordination with the United Nations, activities related to mine action in their humanitarian, rehabilitation, reconstruction and development assistance activities, where appropriate, bearing in mind the need to ensure national ownership, sustainability and capacity-building;

7. **Stresses the importance** of international support for emergency assistance to victims of mines and for the care and rehabilitation, and social and economic reintegration, of the victims, and also stresses that such assistance should be integrated into broader public health and socio-economic strategies;

8. **Encourages Governments**, relevant United Nations bodies and other donors to take further action to promote gender- and age-appropriate mine-awareness programmes, victim assistance and child-centred rehabilitation, thereby reducing the number of child victims and relieving their plight;

9. **Emphasizes again** the important role of the United Nations in the effective coordination of mine-action activities, including those by regional organizations, and especially the role of the Mine Action Service of the Department of Peacekeeping Operations of the Secretariat on the basis of the policy on mine action and effective coordination developed by the Secretary-General, and stresses the need for the continuous assessment by the General Assembly of the United Nations in this regard;

10. **Emphasizes** in this regard the role of the Mine Action Service as the focal point for mine action within the United Nations system and its ongoing collaboration with and coordination of all the mine-related activities of the United Nations agencies, funds and programmes;

11. **Encourages** the Secretary-General to develop further a comprehensive mine-action strategy, taking into consideration the impact of the landmine problem on rehabilitation, reconstruction and development, with a view to ensuring the effectiveness of assistance in mine action by the United Nations, emphasizes in this respect the importance of further multisectoral assessments and surveys, notes in this regard the ongoing development by the United Nations of standards and certification guidelines for such surveys, and emphasizes the need for an inclusive process to be followed in the development of such standards and guidelines;
12. **Emphasizes** in this respect the importance of developing a comprehensive information management system for mine action, under the overall coordination of the Mine Action Service and with the support of the Geneva International Centre for Humanitarian Demining, in order to facilitate the setting of priorities and the coordination of field activities;

13. **Welcomes** recent approaches with regard to the establishment of mine-action coordination centres, encourages the further establishment of such centres, especially in emergency situations, and also encourages States to support the activities of mine-action coordination centres and trust funds established to coordinate assistance in mine action under the auspices of the Mine Action Service;

14. **Encourages**, whenever appropriate, the use of the United Nations Office for Project Services by the United Nations, including in peacekeeping operations, in order to ensure the unity and continuity of implementation required for integrated mine-action programmes;

15. **Urges Member States** and regional, governmental and non-governmental organizations and foundations to continue to extend full assistance and cooperation to the Secretary-General and, in particular, to provide him with information and data, as well as other appropriate resources that could be useful in strengthening the coordination role of the United Nations in mine action, in particular in the fields of Mine Risk Education, training, surveying, detection and clearance, scientific research on mine-detection and mine-clearance technology and information on and distribution of medical equipment and supplies;

16. **Emphasizes** in this regard the importance of recording the location of mines, of retaining all such records and making them available to concerned parties upon cessation of hostilities, and welcomes the strengthening of the relevant provisions in international law;

17. **Calls upon Member States**, especially those that have the capacity to do so, to provide the necessary information and technical, financial and material assistance, as appropriate, and to locate, remove, destroy or otherwise render ineffective minefields, mines, booby traps and other devices in accordance with international law, as soon as possible;

18. **Urges Member States** and regional, intergovernmental and non-governmental organizations and foundations that have the ability to do so to provide, as appropriate, technological assistance to mine-affected countries and to promote scientific research and development on humanitarian mine-action techniques and technology so that mine-action activities may be carried out more effectively at lower costs and through safer means and to promote international collaboration in this regard;

19. **Encourages Member States** and regional, intergovernmental and non-governmental organizations and foundations to continue to support ongoing activities to promote appropriate technology, as well as international operational and safety standards for humanitarian mine-action activities, and in this context welcomes the initiation of the revision of international mine-clearance standards and the development of guidelines for the use of mine-detection dogs and mechanical mine-clearance equipment, as well as the development of an international test and evaluation programme;
20. Requests the Secretary-General to submit to the General Assembly at its fifty-sixth session a comprehensive report on the United Nations mine-action policy, including the progress achieved on relevant issues outlined both in his previous reports to the Assembly on assistance in mine clearance and mine action and in the present resolution, as well as the progress made by the International Committee of the Red Cross and other international and regional organizations as well as national programmes, and on the operation of the Voluntary Trust Fund for Assistance in Mine Action and other mine-action programmes;

21. Invites the Secretary-General to study how to secure a more sound financial basis for the Mine Action Service and to present options to this effect to the General Assembly;

22. Decides to include in the provisional agenda of its fifty-sixth session the item entitled "Assistance in mine action".

82nd plenary meeting
6 December 2000

Footnotes

1 A/RES/55/120.
4 Article 11-2
5 Article 6-6
7 Therefore, it does not simply refer to the Information Management System for Mine Action (IMSMA) which the GICHD is developing for the UN to meet some of its mine action information requirements.
10 Ibid., 1997, Supplement No. 3 (E/1997/23), chap. II.
14 See CCW/AP.II/CONF.I/2.
15 CCW/CONF.I/16 (Part I), annex B.
16 See CD/1478.
17 See APLC/MSP.2/2000/1.
18 A/55/542.
19 See A/53/496, annex II, and A/55/542.
UNITED NATIONS MINE ACTION: A STRATEGY FOR 2001-2005

This strategy has been endorsed by the Inter-agency Coordination Group on Mine Action during a meeting chaired by the Under-Secretary-General for Peacekeeping Operations on 26 September 2001.

I. Introduction

Since the question of mine action was first taken up by the General Assembly in 1993, the international community has made significant progress toward creating an environment free from the threat of landmines.¹

- Most nations are in de facto compliance with the Anti-Personnel Mine Ban Treaty,² and the Amended Protocol II to the Convention on Certain Conventional Weapons.³ This has resulted in a dramatic decline in the production, transfer, stockpiling and use of landmines;
- Public and political awareness of the landmine problem is widespread;
- Funding levels for mine action continue to be sustained, and even increased; and
- In a growing number of countries, substantial progress has been made in reducing the impact of landmines through awareness education and the mapping, marking and clearance of mined areas.

The international mine action community has also recorded several important achievements in the area of institutional development including the following:

- New standards and tools have been developed, including the International Mine Action Standards (IMAS), the Information Management System for Mine Action (IMSMA), the Mine Action Investment Database, and the Stockpile Destruction Resource Site;
- The Meetings of States Parties to, and the Standing Committees of, the Anti-Personnel Mine Ban Treaty, and of the Review Conferences and Preparatory Committees of the CCW Convention have continued to make significant progress.
- Mechanisms now exist to support coordination between donors and mine action agencies; the Geneva International Centre for Humanitarian Demining (GICHD) has been established; and, organisations such as the International Committee of the Red Cross and the International Campaign to Ban Landmines continue to undertake new initiatives.

With these political and institutional developments in place, and with a growing understanding of the nature and scope of the mine problem taking root, the international mine action community is ready to move ahead from an approach that reacts to problems
as they arise, to one in which mine action issues are addressed strategically at the national and global level.

This document lays out a map for this transition, establishing a strategy\textsuperscript{iv} for UN mine action covering the period 2001-2005. It outlines broad goals for mine action in general, and sets specific objectives for the UN system, working in partnership with governments, international and non-governmental organisations, affected communities, and concerned individuals, in response to the global landmine problem.

II. Vision

We envision a world free of the threat of landmines and unexploded ordnance, where individuals and communities live in a safe environment conducive to development, and where mine survivors are fully integrated into their societies.

III. Key Principles

The principles outlined below reflect the agreed core values and policies upon which UN mine action is based:\textsuperscript{v}

The nature of mine action
Mine action is, above all, about the interaction of people and communities with a mine-infested environment. The purpose of mine action is to recreate a safe environment conducive to normal life and development. Accordingly, mine action refers to all those activities geared towards addressing the problems faced by populations as a result of landmine or UXO contamination. It encompasses five complementary core components: (1) Mine Risk Education; (2) Mine clearance, including survey, mapping, and marking; (3) Victim assistance; (4) Stockpile destruction; and (5) Advocacy to stigmatise the use of landmines and support a total ban on anti-personnel landmines\textsuperscript{vi}.

The humanitarian imperative

Mine Action and Effective Coordination: The United Nations Policy articulates the strong humanitarian platform from which the United Nations approaches mine action. The policy states that: “...landmines are first and foremost a humanitarian concern and must be addressed from this perspective. They are also an impediment to rehabilitation and sustainable (socio-economic) development…. In dealing with the landmine problem, the United Nations will respect the fundamental humanitarian principles of neutrality, impartiality and humanity so that priority is given to those who are most vulnerable... In order to receive assistance, relevant parties should be committed to supporting mine action actively, and to desisting from producing, stockpiling, using, and transferring anti-personnel landmines...”\textsuperscript{vii}

The principle of national ownership and integration

According to the United Nations policy, “The primary responsibility for taking action against landmines lies with the concerned state.”\textsuperscript{viii} In countries where the scale of mine contamination is widespread and severe, and where international support is required, the United Nations stands ready to assist in the development of national/local mine action programmes. In order to be effective, programmes in countries recovering from violent conflicts should be integrated into comprehensive strategies designed to support humanitarian action, peace building, reconstruction and development.
THE PRINCIPLE OF COOPERATION AND PARTNERSHIP
To ensure the most efficient response to the landmine threat, governments, international organisations and civil society must cooperate closely with one another. The United Nations is committed to working in partnership with all like-minded organisations that endorse these principles, and to promoting effective coordination between all parties.

IV. Framework
The activities outlined in this strategy document will be implemented within the context of a larger framework of treaties, resolutions and policies, which are described below.

International Treaties and Resolutions
This strategy is designed to be consistent with existing treaties, protocols and resolutions relevant to mine action, including, but not limited to, the Anti-Personnel Mine Ban Treaty, the Convention on Certain Conventional Weapons and its Protocols, the 1949 Geneva Conventions and Additional Protocols of 1977, the Convention on the Rights of the Child, and the Standard Rules for the Disabled. The strategy is intended to assist Member States to fulfil their international obligations and to support the universalisation of relevant international instruments.

UN Mine Action Policy
This strategy also builds upon the United Nations policy on mine action, with which it is designed to be consistent. The strategy sets out concrete objectives for the period 2001 – 2005 for the United Nations system working collectively under the coordination of the United Nations Mine Action Service (UNMAS).

V. Mission Statement
Over the period 2001-2005, the United Nations will work in partnership with others to reduce the threat posed by landmines and unexploded ordnance, increase the understanding of the global mine problem, assist affected nations, and coordinate international mine action efforts.

VI. Strategic Goals and Objectives
The strategy is built around six broad goals relevant to all core components of mine action. These goals are organised according to key themes. They are intended to be complementary rather than hierarchical. Together they form an integrated strategy. While the strategic goals suggest areas of priority for the international community as a whole, the objectives correspond to the specific contributions that the United Nations system intends to make, working in collaboration with many partners, to support the achievement each goal. The United Nations intends to achieve all of the stated objectives by 2005, unless otherwise specified. For each objective, the relevant United Nations agencies will establish action plans, consisting of timelines, progress indicators and supporting outputs. The United Nations Inter-Agency Coordination Group on Mine Action (IACG) will identify the agencies within the UN System responsible for the related activities.
Strategic Goal One: Information is produced and made available to all to understand and address mine action problems.

Objective 1.1 Interagency assessment missions completed and reports circulated for all affected countries requesting assistance within four months of formal request being received.

Objective 1.2 A web-based mine information network developed by 2002, serving as a central gateway to all mine-related information, including reports provided under Article 7 of the APM Ban Treaty, aggregated data coming from field programmes through IMSMA, and information on resources and technology.

Objective 1.3 By mid-2002, data collected and made publicly available on the status of the national stockpiles of all States Party to the APM Ban Treaty.

Objective 1.4 IMSMA, or equivalent compatible system, fully developed to meet the requirements of mine action programmes and deployed in all UN-supported programmes by 2003, with appropriate training provided to all users.

Objective 1.5 Institutional roles defined, and information management tools established, to support mine action technology development and dissemination of guidance to users by 2003.

Emergency Response

Strategic Goal Two: Rapid response capability is in place to meet mine action requirements in emergency situations.

Objective 2.1 An emergency response plan based on collaborative arrangements among UN and other partners in place by the end of 2002, including arrangements for prompt mobilisation of human, material and financial resources in support of the plan.

Objective 2.2 Mine action requirements integrated into existing early warning mechanisms, humanitarian response plans and peacekeeping contingency plans and procedures by the end of 2002.

Objective 2.3 Guidelines developed and widely circulated by the end of 2002 regarding appropriate mine action language to be included in ceasefire agreements, peace treaties and humanitarian access protocols.

Objective 2.4 IMSMA-compatible protocols for the rapid gathering in emergency situations of mine-related information developed by the end of 2002, including provision for data on victims.
Objective 2.5  Mine action services effectively coordinated and implemented in UN mandated operations.

ASSISTANCE TO NATIONAL AND LOCAL AUTHORITIES

Strategic Goal Three: National and local capacities are in place to plan, coordinate, and implement mine action programmes.

Objective 3.1  In UN-supported national programmes, mine action strategies and plans developed and linked with overall national development and reconstruction plans.

Objective 3.2  Transition and exit strategies developed for all UN-supported programmes by the end of 2002, or within one year of initiation for programmes established after this date.xii

Objective 3.3  IMAS-compliant landmine impact surveys implemented in 15 of the most mine-affected countries by the end of 2004.

Objective 3.4  15 impact-based national plans completed, reflecting community participation, with nationally defined timelines.

Objective 3.5  Management and operational training curricula targeted at personnel working in mine action programmes developed by the end of 2002.

Objective 3.6  A UN policy developed for supporting the professional re-training and employment of landmine survivors and other disabled people in mine action organisations by the end of 2002.

Objective 3.7  A plan for UN support to mine action cooperation among mine-affected countries developed and initiated by 2003.

Objective 3.8  Gender perspectivesxiii mainstreamed into all UN-supported mine action programmes by 2003.

Objective 3.9  All UN-supported victim assistance activities integrated into broader injury prevention strategies by 2004.

QUALITY MANAGEMENT

Strategic Goal Four: Mine Action operations are implemented in a safe and cost-effective manner.

Objective 4.1  Review, revision and drafting, where required, of additional International Mine Action Standards (IMAS) completed, including those relating to mine detection dogs and mechanical equipment.

Objective 4.2  International standards for Mine Risk Education integrated into IMAS and disseminated by the end of 2002.
Objective 4.3 Assistance provided to national governments to enable IMAS to be adopted as guidance for all mine action activities.

Objective 4.4 At least one external evaluation conducted in all UN-supported programmes.

Objective 4.5 Mechanism for the collection, dissemination and application of lessons learned and best practices developed for UN mine action programmes by the end of 2002.

Objective 4.6 Model language incorporating revised mine action standards (IMAS) developed by the end of 2002 for use in contracts between donors, UN agencies and departments, and implementing partners.

Objective 4.7 By end of 2002, UN technical assistance made available to national mine action bodies to develop local mine action legislation based on, or consisting of, IMAS.

COORDINATION AND RESOURCE MOBILISATION

Strategic Goal Five: Adequate resources for mine action are mobilised and their use is effectively coordinated.

Objective 5.1 Donor coordination mechanisms in countries receiving significant mine action assistance supported or initiated by the UN.

Objective 5.2 Meetings of the Steering Committee on Mine Action held twice a year, providing an effective mechanism to review operational activities and policy issues at the international level.\textsuperscript{xiv}

Objective 5.3 Global donor coordination mechanisms continuously supported.

Objective 5.4 Requirements for assistance in mine action regularly included in existing humanitarian and developmental resource mobilisation mechanisms, such as the Consolidated Appeal Process and Round Tables.

Objective 5.5 Full participation by donors in the Mine Action Investment Database achieved by 2003.

Objective 5.6 Portfolio of Mine Action Projects, including UN and other projects, that reflect national mine action priorities, made electronically available and frequently updated, beginning in 2002.

Objective 5.7 A Meeting of National Programme Directors and Advisors held annually and effectively utilised as a forum for the exchanging of lessons learned and enhancing of international cooperation at the field level.

Objective 5.8 Initiatives to strengthen mine action coordination at the regional level supported where appropriate.
Advocacy

Strategic Goal Six: International instruments that address the mine/UXO problem are universalised.

Objective 6.1 All states regularly encouraged to ratify, accede to and comply with, existing international instruments on landmines.

Objective 6.2 Efforts to further develop international law as it relates to landmines and explosive remnants of war supported.

Objective 6.3 UN public advocacy strategy to support mine action, including the rights of victims, developed by the end of 2002.

Objective 6.4 Involvement of senior leadership of the United Nations as advocates for mine action in UN, diplomatic, and public fora, and in affected countries and regions increased.

Conclusion

The objectives identified above represent the UN’s priorities for mine action for the period 2001-2005. They are ambitious, but they are also attainable. While the UN will remain prepared to respond to critical new needs and concerns that arise during the strategy period, the primary focus will be on achieving the strategic objectives in this document. The impact of UN mine action will be significantly enhanced by this commitment to concentrate resources in those areas of intervention where the UN is most effective and most needed. Progress in achieving the goals and objectives in this strategy will be reported annually to the General Assembly in the Secretary-General’s Report on Assistance in Mine Action. The strategy will be formally reviewed and evaluated in 2003, involving wide consultation with the UN’s partners.

Endnotes:

i. Throughout this document, the term “landmine” will be used in reference to both landmines and unexploded ordnance (UXO).

ii. Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on their Destruction - 133 Signatories and 120 States parties as of 26 September 2001

iii. Protocol II on Prohibitions or Restrictions on the Use of Mines, Booby-Traps and Other Devices (as amended on 3 May 1996) to the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons which may be deemed to be Excessively Injurious or to have Indiscriminate Effects – 59 Parties as of 26 September 2001

iv. This strategy has been developed in response to an identified need within the UN mine action community for a defined vision for the future of the Organisation’s response, and measurable outputs in support of this. This need was further highlighted in General Assembly Resolution A/RES/55/120 of 14 December 2000, which encouraged “the Secretary-General to develop further a comprehensive mine-action strategy”.

v. “Mine Action and Effective Coordination: The United Nations Policy.” This document was submitted by the Secretary-General to the fifty-third session of the General Assembly, as part of his report on Assistance in Mine Clearance (A/53/496, annex II) dated 14 October 1998. It was subsequently welcomed by the General Assembly in Resolution
vi. Ibid, Paragraph 7
vii. Ibid Paragraphs 8, 10, and 11
viii. Ibid. Paragraph 23.
x. “Mine Action and Effective Coordination: The United Nations Policy”, op-cit
xi. Ibid. Paragraph 44.
xii. In the context of this document, the development of an exit strategy refers to the definition of clear objectives to be achieved in order for UN support to a national mine action programme to be either terminated or very significantly reduced.
xiii. “Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.” Report of the Economic and Social Council, A/52/3 of 18 September 1997, Chapter IV, Paragraph 4, Section I, Subsection A.
xiv. Ibid. Paragraph 45.
Preamble

The States Parties,

Determined to put an end to the suffering and casualties caused by anti-personnel mines, that kill or maim hundreds of people every week, mostly innocent and defenceless civilians and especially children, obstruct economic development and reconstruction, inhibit the repatriation of refugees and internally displaced persons, and have other severe consequences for years after emplacement,

Believing it necessary to do their utmost to contribute in an efficient and coordinated manner to face the challenge of removing anti-personnel mines placed throughout the world, and to assure their destruction,

Wishing to do their utmost in providing assistance for the care and rehabilitation, including the social and economic reintegration of mine victims,

Recognizing that a total ban of anti-personnel mines would also be an important confidence-building measure,

Welcoming the adoption of the Protocol on Prohibitions or Restrictions on the Use of Mines, Booby-Traps and Other Devices, as amended on 3 May 1996, annexed to the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects, and calling for the early ratification of this Protocol by all States which have not yet done so,

Welcoming also United Nations General Assembly Resolution 51/45 S of 10 December 1996 urging all States to pursue vigorously an effective, legally-binding international agreement to ban the use, stockpiling, production and transfer of anti-personnel landmines,

Welcoming furthermore the measures taken over the past years, both unilaterally and multilaterally, aiming at prohibiting, restricting or suspending the use, stockpiling, production and transfer of anti-personnel mines,

Stressing the role of public conscience in furthering the principles of humanity as evidenced by the call for a total ban of anti-personnel mines and recognizing the efforts to that end undertaken by the International Red Cross and Red Crescent Movement, the International Campaign to Ban Landmines and numerous other non-governmental organizations around the world,
Recalling the Ottawa Declaration of 5 October 1996 and the Brussels Declaration of 27 June 1997 urging the international community to negotiate an international and legally binding agreement prohibiting the use, stockpiling, production and transfer of anti-personnel mines,

Emphasizing the desirability of attracting the adherence of all States to this Convention, and determined to work strenuously towards the promotion of its universalisation in all relevant fora including, inter alia, the United Nations, the Conference on Disarmament, regional organizations, and groupings, and review conferences of the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects,

Basing themselves on the principle of international humanitarian law that the right of the parties to an armed conflict to choose methods or means of warfare is not unlimited, on the principle that prohibits the employment in armed conflicts of weapons, projectiles and materials and methods of warfare of a nature to cause superfluous injury or unnecessary suffering and on the principle that a distinction must be made between civilians and combatants,

Have agreed as follows:

ARTICLE 1

GENERAL OBLIGATIONS

1. Each State Party undertakes never under any circumstances:
   a. To use anti-personnel mines;
   b. To develop, produce, otherwise acquire, stockpile, retain or transfer to anyone, directly or indirectly, anti-personnel mines;
   c. To assist, encourage or induce, in any way, anyone to engage in any activity prohibited to a State Party under this Convention.

2. Each State Party undertakes to destroy or ensure the destruction of all anti-personnel mines in accordance with the provisions of this Convention.

ARTICLE 2

DEFINITIONS

1. "Anti-personnel mine" means a mine designed to be exploded by the presence, proximity or contact of a person and that will incapacitate, injure or kill one or more persons. Mines designed to be detonated by the presence, proximity or contact of a vehicle as opposed to a person, that are equipped with anti-handling devices, are not considered anti-personnel mines as a result of being so equipped.

2. "Mine" means a munition designed to be placed under, on or near the ground or other surface area and to be exploded by the presence, proximity or contact of a person or a vehicle.

3. "Anti-handling device" means a device intended to protect a mine and which is part of, linked to, attached to or placed under the mine and which activates when an attempt is made to tamper with or otherwise intentionally disturb the mine.

4. "Transfer" involves, in addition to the physical movement of anti-personnel mines into or from national territory, the transfer of title to and control over the mines.
but does not involve the transfer of territory containing emplaced anti-personnel mines.

5. "Mined area" means an area which is dangerous due to the presence or suspected presence of mines.

**ARTICLE 3**

**EXCEPTIONS**

1. Notwithstanding the general obligations under Article 1, the retention or transfer of a number of anti-personnel mines for the development of and training in mine detection, mine clearance, or mine destruction techniques is permitted. The amount of such mines shall not exceed the minimum number absolutely necessary for the above-mentioned purposes.

2. The transfer of anti-personnel mines for the purpose of destruction is permitted.

**ARTICLE 4**

**DESTRUCTION OF STOCKPILED ANTI-PERSONNEL MINES**

Except as provided for in Article 3, each State Party undertakes to destroy or ensure the destruction of all stockpiled anti-personnel mines it owns or possesses, or that are under its jurisdiction or control, as soon as possible but not later than four years after the entry into force of this Convention for that State Party.

**ARTICLE 5**

**DESTRUCTION OF ANTI-PERSONNEL MINES IN MINED AREAS**

1. Each State Party undertakes to destroy or ensure the destruction of all anti-personnel mines in mined areas under its jurisdiction or control, as soon as possible but not later than ten years after the entry into force of this Convention for that State Party.

2. Each State Party shall make every effort to identify all areas under its jurisdiction or control in which anti-personnel mines are known or suspected to be emplaced and shall ensure as soon as possible that all anti-personnel mines in mined areas under its jurisdiction or control are perimeter-marked, monitored and protected by fencing or other means, to ensure the effective exclusion of civilians, until all anti-personnel mines contained therein have been destroyed. The marking shall at least be to the standards set out in the Protocol on Prohibitions or Restrictions on the Use of Mines, Booby-Traps and Other Devices, as amended on 3 May 1996, annexed to the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects.

3. If a State Party believes that it will be unable to destroy or ensure the destruction of all anti-personnel mines referred to in paragraph 1 within that time period, it may submit a request to a Meeting of the States Parties or a Review Conference for an extension of the deadline for completing the destruction of such anti-personnel mines, for a period of up to ten years.

4. Each request shall contain:
   a. The duration of the proposed extension;
   b. A detailed explanation of the reasons for the proposed extension, including:
      i. The preparation and status of work conducted under national demining programs;
      ii. The financial and technical means available to the State Party for the destruction of all the anti-personnel mines; and
iii. Circumstances which impede the ability of the State Party to destroy all the anti-personnel mines in mined areas;
c. The humanitarian, social, economic, and environmental implications of the extension; and
d. Any other information relevant to the request for the proposed extension.

5. The Meeting of the States Parties or the Review Conference shall, taking into consideration the factors contained in paragraph 4, assess the request and decide by a majority of votes of States Parties present and voting whether to grant the request for an extension period.

6. Such an extension may be renewed upon the submission of a new request in accordance with paragraphs 3, 4 and 5 of this Article. In requesting a further extension period a State Party shall submit relevant additional information on what has been undertaken in the previous extension period pursuant to this Article.

ARTICLE 6

INTERNATIONAL COOPERATION AND ASSISTANCE

1. In fulfilling its obligations under this Convention each State Party has the right to seek and receive assistance, where feasible, from other States Parties to the extent possible.

2. Each State Party undertakes to facilitate and shall have the right to participate in the fullest possible exchange of equipment, material and scientific and technological information concerning the implementation of this Convention. The States Parties shall not impose undue restrictions on the provision of mine clearance equipment and related technological information for humanitarian purposes.

3. Each State Party in a position to do so shall provide assistance for the care and rehabilitation, and social and economic reintegration, of mine victims and for Mine Risk Education programs. Such assistance may be provided, inter alia, through the United Nations system, international, regional or national organizations or institutions, the International Committee of the Red Cross, national Red Cross and Red Crescent societies and their International Federation, non-governmental organizations, or on a bilateral basis.

4. Each State Party in a position to do so shall provide assistance for mine clearance and related activities. Such assistance may be provided, inter alia, through the United Nations system, international or regional organizations or institutions, non-governmental organizations or institutions, or on a bilateral basis, or by contributing to the United Nations Voluntary Trust Fund for Assistance in Mine Clearance, or other regional funds that deal with demining.

5. Each State Party in a position to do so shall provide assistance for the destruction of stockpiled anti-personnel mines.

6. Each State Party undertakes to provide information to the database on mine clearance established within the United Nations system, especially information concerning various means and technologies of mine clearance, and lists of experts, expert agencies or national points of contact on mine clearance.

7. States Parties may request the United Nations, regional organizations, other States Parties or other competent intergovernmental or non-governmental fora to assist its authorities in the elaboration of a national demining program to determine, inter alia:
   a. The extent and scope of the anti-personnel mine problem;
b. The financial, technological and human resources that are required for the implementation of the program;

c. The estimated number of years necessary to destroy all anti-personnel mines in mined areas under the jurisdiction or control of the concerned State Party;

d. Mine Risk Education activities to reduce the incidence of mine-related injuries or deaths;

e. Assistance to mine victims;

f. The relationship between the Government of the concerned State Party and the relevant governmental, inter-governmental or non-governmental entities that will work in the implementation of the program.

8. Each State Party giving and receiving assistance under the provisions of this Article shall cooperate with a view to ensuring the full and prompt implementation of agreed assistance programs.

ARTICLE 7

TRANSPARENCY MEASURES

1. Each State Party shall report to the Secretary-General of the United Nations as soon as practicable, and in any event not later than 180 days after the entry into force of this Convention for that State Party on:

a. The national implementation measures referred to in Article 9;

b. The total of all stockpiled anti-personnel mines owned or possessed by it, or under its jurisdiction or control, to include a breakdown of the type, quantity and, if possible, lot numbers of each type of anti-personnel mine stockpiled;

c. To the extent possible, the location of all mined areas that contain, or are suspected to contain, anti-personnel mines under its jurisdiction or control, to include as much detail as possible regarding the type and quantity of each type of anti-personnel mine in each mined area and when they were emplaced;

d. The types, quantities and, if possible, lot numbers of all anti-personnel mines retained or transferred for the development of and training in mine detection, mine clearance or mine destruction techniques, or transferred for the purpose of destruction, as well as the institutions authorized by a State Party to retain or transfer anti-personnel mines, in accordance with Article 3;

e. The status of programs for the conversion or de-commissioning of anti-personnel mine production facilities;

f. The status of programs for the destruction of anti-personnel mines in accordance with Articles 4 and 5, including details of the methods which will be used in destruction, the location of all destruction sites and the applicable safety and environmental standards to be observed;

g. The types and quantities of all anti-personnel mines destroyed after the entry into force of this Convention for that State Party, to include a breakdown of the quantity of each type of anti-personnel mine destroyed, in accordance with Articles 4 and 5, respectively, along with, if possible, the lot numbers of each type of anti-personnel mine in the case of destruction in accordance with Article 4;

h. The technical characteristics of each type of anti-personnel mine produced, to the extent known, and those currently owned or possessed by a State Party, giving, where reasonably possible, such categories of
information as may facilitate identification and clearance of anti-personnel mines; at a minimum, this information shall include the dimensions, fusing, explosive content, metallic content, colour photographs and other information which may facilitate mine clearance; and

i. The measures taken to provide an immediate and effective warning to the population in relation to all areas identified under paragraph 2 of Article 5.

2. The information provided in accordance with this Article shall be updated by the States Parties annually, covering the last calendar year, and reported to the Secretary-General of the United Nations not later than 30 April of each year.

3. The Secretary-General of the United Nations shall transmit all such reports received to the States Parties.

**ARTICLE 8**

**FACILITATION AND CLARIFICATION OF COMPLIANCE**

1. The States Parties agree to consult and cooperate with each other regarding the implementation of the provisions of this Convention, and to work together in a spirit of cooperation to facilitate compliance by States Parties with their obligations under this Convention.

2. If one or more States Parties wish to clarify and seek to resolve questions relating to compliance with the provisions of this Convention by another State Party, it may submit, through the Secretary-General of the United Nations, a Request for Clarification of that matter to that State Party. Such a request shall be accompanied by all appropriate information. Each State Party shall refrain from unfounded Requests for Clarification, care being taken to avoid abuse. A State Party that receives a Request for Clarification shall provide, through the Secretary-General of the United Nations, within 28 days to the requesting State Party all information which would assist in clarifying this matter.

3. If the requesting State Party does not receive a response through the Secretary-General of the United Nations within that time period, or deems the response to the Request for Clarification to be unsatisfactory, it may submit the matter through the Secretary-General of the United Nations to the next Meeting of the States Parties. The Secretary-General of the United Nations shall transmit the submission, accompanied by all appropriate information pertaining to the Request for Clarification, to all States Parties. All such information shall be presented to the requested State Party which shall have the right to respond.

4. Pending the convening of any meeting of the States Parties, any of the States Parties concerned may request the Secretary-General of the United Nations to exercise his or her good offices to facilitate the clarification requested.

5. The requesting State Party may propose through the Secretary-General of the United Nations the convening of a Special Meeting of the States Parties to consider the matter. The Secretary-General of the United Nations shall thereupon communicate this proposal and all information submitted by the States Parties concerned, to all States Parties with a request that they indicate whether they favour a Special Meeting of the States Parties, for the purpose of considering the matter. In the event that within 14 days from the date of such communication, at least one-third of the States Parties favours such a Special Meeting, the Secretary-General of the United Nations shall convene this Special Meeting of the States Parties within a further 14 days. A quorum for this Meeting shall consist of a majority of States Parties.
6. The Meeting of the States Parties or the Special Meeting of the States Parties, as the case may be, shall first determine whether to consider the matter further, taking into account all information submitted by the States Parties concerned. The Meeting of the States Parties or the Special Meeting of the States Parties shall make every effort to reach a decision by consensus. If despite all efforts to that end no agreement has been reached, it shall take this decision by a majority of States Parties present and voting.

7. All States Parties shall cooperate fully with the Meeting of the States Parties or the Special Meeting of the States Parties in the fulfilment of its review of the matter, including any fact-finding missions that are authorized in accordance with paragraph 8.

8. If further clarification is required, the Meeting of the States Parties or the Special Meeting of the States Parties shall authorize a fact-finding mission and decide on its mandate by a majority of States Parties present and voting. At any time the requested State Party may invite a fact-finding mission to its territory. Such a mission shall take place without a decision by a Meeting of the States Parties or a Special Meeting of the States Parties to authorize such a mission. The mission, consisting of up to 9 experts, designated and approved in accordance with paragraphs 9 and 10, may collect additional information on the spot or in other places directly related to the alleged compliance issue under the jurisdiction or control of the requested State Party.

9. The Secretary-General of the United Nations shall prepare and update a list of the names, nationalities and other relevant data of qualified experts provided by States Parties and communicate it to all States Parties. Any expert included on this list shall be regarded as designated for all fact-finding missions unless a State Party declares its non-acceptance in writing. In the event of non-acceptance, the expert shall not participate in fact-finding missions on the territory or any other place under the jurisdiction or control of the objecting State Party, if the non-acceptance was declared prior to the appointment of the expert to such missions.

10. Upon receiving a request from the Meeting of the States Parties or a Special Meeting of the States Parties, the Secretary-General of the United Nations shall, after consultations with the requested State Party, appoint the members of the mission, including its leader. Nationals of States Parties requesting the fact-finding mission or directly affected by it shall not be appointed to the mission. The members of the fact-finding mission shall enjoy privileges and immunities under Article VI of the Convention on the Privileges and Immunities of the United Nations, adopted on 13 February 1946.

11. Upon at least 72 hours notice, the members of the fact-finding mission shall arrive in the territory of the requested State Party at the earliest opportunity. The requested State Party shall take the necessary administrative measures to receive, transport and accommodate the mission, and shall be responsible for ensuring the security of the mission to the maximum extent possible while they are on territory under its control.

12. Without prejudice to the sovereignty of the requested State Party, the fact-finding mission may bring into the territory of the requested State Party the necessary equipment which shall be used exclusively for gathering information on the alleged compliance issue. Prior to its arrival, the mission will advise the requested State Party of the equipment that it intends to utilize in the course of its fact-finding mission.
13. The requested State Party shall make all efforts to ensure that the fact-finding mission is given the opportunity to speak with all relevant persons who may be able to provide information related to the alleged compliance issue.

14. The requested State Party shall grant access for the fact-finding mission to all areas and installations under its control where facts relevant to the compliance issue could be expected to be collected. This shall be subject to any arrangements that the requested State Party considers necessary for:
   a. The protection of sensitive equipment, information and areas;
   b. The protection of any constitutional obligations the requested State Party may have with regard to proprietary rights, searches and seizures, or other constitutional rights; or
   c. The physical protection and safety of the members of the fact-finding mission.

In the event that the requested State Party makes such arrangements, it shall make every reasonable effort to demonstrate through alternative means its compliance with this Convention.

15. The fact-finding mission may remain in the territory of the State Party concerned for no more than 14 days, and at any particular site no more than 7 days, unless otherwise agreed.

16. All information provided in confidence and not related to the subject matter of the fact-finding mission shall be treated on a confidential basis.

17. The fact-finding mission shall report, through the Secretary-General of the United Nations, to the Meeting of the States Parties or the Special Meeting of the States Parties the results of its findings.

18. The Meeting of the States Parties or the Special Meeting of the States Parties shall consider all relevant information, including the report submitted by the fact-finding mission, and may request the requested State Party to take measures to address the compliance issue within a specified period of time. The requested State Party shall report on all measures taken in response to this request.

19. The Meeting of the States Parties or the Special Meeting of the States Parties may suggest to the States Parties concerned ways and means to further clarify or resolve the matter under consideration, including the initiation of appropriate procedures in conformity with international law. In circumstances where the issue at hand is determined to be due to circumstances beyond the control of the requested State Party, the Meeting of the States Parties or the Special Meeting of the States Parties may recommend appropriate measures, including the use of cooperative measures referred to in Article 6.

20. The Meeting of the States Parties or the Special Meeting of the States Parties shall make every effort to reach its decisions referred to in paragraphs 18 and 19 by consensus, otherwise by a two-thirds majority of States Parties present and voting.

ARTICLE 9

NATIONAL IMPLEMENTATION MEASURES

Each State Party shall take all appropriate legal, administrative and other measures, including the imposition of penal sanctions, to prevent and suppress any activity prohibited to a State Party under this Convention undertaken by persons or on territory under its jurisdiction or control.
ARTICLE 10

SETTLEMENT OF DISPUTES

1. The States Parties shall consult and cooperate with each other to settle any dispute that may arise with regard to the application or the interpretation of this Convention. Each State Party may bring any such dispute before the Meeting of the States Parties.

2. The Meeting of the States Parties may contribute to the settlement of the dispute by whatever means it deems appropriate, including offering its good offices, calling upon the States parties to a dispute to start the settlement procedure of their choice and recommending a time-limit for any agreed procedure.

3. This Article is without prejudice to the provisions of this Convention on facilitation and clarification of compliance.

MEETINGS OF THE STATES PARTIES

1. The States Parties shall meet regularly in order to consider any matter with regard to the application or implementation of this Convention, including:
   a. The operation and status of this Convention;
   b. Matters arising from the reports submitted under the provisions of this Convention;
   c. International cooperation and assistance in accordance with Article 6;
   d. The development of technologies to clear anti-personnel mines;
   e. Submissions of States Parties under Article 8; and
   f. Decisions relating to submissions of States Parties as provided for in Article 5.

2. The First Meeting of the States Parties shall be convened by the Secretary-General of the United Nations within one year after the entry into force of this Convention. The subsequent meetings shall be convened by the Secretary-General of the United Nations annually until the first Review Conference.

3. Under the conditions set out in Article 8, the Secretary-General of the United Nations shall convene a Special Meeting of the States Parties.

4. States not parties to this Convention, as well as the United Nations, other relevant international organizations or institutions, regional organizations, the International Committee of the Red Cross and relevant non-governmental organizations may be invited to attend these meetings as observers in accordance with the agreed Rules of Procedure.

ARTICLE 12

REVIEW CONFERENCES

1. A Review Conference shall be convened by the Secretary-General of the United Nations five years after the entry into force of this Convention. Further Review Conferences shall be convened by the Secretary-General of the United Nations if so requested by one or more States Parties, provided that the interval between Review Conferences shall in no case be less than five years. All States Parties to this Convention shall be invited to each Review Conference.

2. The purpose of the Review Conference shall be:
   a. To review the operation and status of this Convention;
   b. To consider the need for and the interval between further Meetings of the States Parties referred to in paragraph 2 of Article 11;
c. To take decisions on submissions of States Parties as provided for in Article 5; and
d. To adopt, if necessary, in its final report conclusions related to the implementation of this Convention.

3. States not parties to this Convention, as well as the United Nations, other relevant international organizations or institutions, regional organizations, the International Committee of the Red Cross and relevant non-governmental organizations may be invited to attend each Review Conference as observers in accordance with the agreed Rules of Procedure.

AMENDMENTS

1. At any time after the entry into force of this Convention any State Party may propose amendments to this Convention. Any proposal for an amendment shall be communicated to the Depositary, who shall circulate it to all States Parties and shall seek their views on whether an Amendment Conference should be convened to consider the proposal. If a majority of the States Parties notify the Depositary no later than 30 days after its circulation that they support further consideration of the proposal, the Depositary shall convene an Amendment Conference to which all States Parties shall be invited.

2. States not parties to this Convention, as well as the United Nations, other relevant international organizations or institutions, regional organizations, the International Committee of the Red Cross and relevant non-governmental organizations may be invited to attend each Amendment Conference as observers in accordance with the agreed Rules of Procedure.

3. The Amendment Conference shall be held immediately following a Meeting of the States Parties or a Review Conference unless a majority of the States Parties request that it be held earlier.

4. Any amendment to this Convention shall be adopted by a majority of two-thirds of the States Parties present and voting at the Amendment Conference. The Depositary shall communicate any amendment so adopted to the States Parties.

5. An amendment to this Convention shall enter into force for all States Parties to this Convention which have accepted it, upon the deposit with the Depositary of instruments of acceptance by a majority of States Parties. Thereafter it shall enter into force for any remaining State Party on the date of deposit of its instrument of acceptance.

COSTS

1. The costs of the Meetings of the States Parties, the Special Meetings of the States Parties, the Review Conferences and the Amendment Conferences shall be borne by the States Parties and States not parties to this Convention participating therein, in accordance with the United Nations scale of assessment adjusted appropriately.

2. The costs incurred by the Secretary-General of the United Nations under Articles 7 and 8 and the costs of any fact-finding mission shall be borne by the States Parties in accordance with the United Nations scale of assessment adjusted appropriately.
ARTICLE 15
SIGNATURE
This Convention, done at Oslo, Norway, on 18 September 1997, shall be open for
signature at Ottawa, Canada, by all States from 3 December 1997 until 4 December 1997,
and at the United Nations Headquarters in New York from 5 December 1997 until its
entry into force.

ARTICLE 16
RATIFICATION, ACCEPTANCE, APPROVAL OR ACCESSION
1. This Convention is subject to ratification, acceptance or approval of the
Signatories.
2. It shall be open for accession by any State which has not signed the Convention.
3. The instruments of ratification, acceptance, approval or accession shall be
deposited with the Depositary.

ARTICLE 17
ENTRY INTO FORCE
1. This Convention shall enter into force on the first day of the sixth month after
the month in which the 40th instrument of ratification, acceptance, approval or
accession has been deposited.
2. For any State which deposits its instrument of ratification, acceptance, approval
or accession after the date of the deposit of the 40th instrument of ratification,
acceptance, approval or accession, this Convention shall enter into force on the
first day of the sixth month after the date on which that State has deposited its
instrument of ratification, acceptance, approval or accession.

ARTICLE 18
PROVISIONAL APPLICATION
Any State may at the time of its ratification, acceptance, approval or accession, declare
that it will apply provisionally paragraph 1 of Article 1 of this Convention pending its
entry into force.

ARTICLE 19
RESERVATIONS
The Articles of this Convention shall not be subject to reservations.

ARTICLE 20
DURATION AND WITHDRAWAL
1. This Convention shall be of unlimited duration.
2. Each State Party shall, in exercising its national sovereignty, have the right to
withdraw from this Convention. It shall give notice of such withdrawal to all other
instrument of withdrawal shall include a full explanation of the reasons
motivating this withdrawal.
3. Such withdrawal shall only take effect six months after the receipt of the
instrument of withdrawal by the Depositary. If, however, on the expiry of that six-
month period, the withdrawing State Party is engaged in an armed conflict, the
withdrawal shall not take effect before the end of the armed conflict.
4. The withdrawal of a State Party from this Convention shall not in any way affect
the duty of States to continue fulfilling the obligations assumed under any relevant
rules of international law.
ARTICLE 21

DEPOSITARY
The Secretary-General of the United Nations is hereby designated as the Depositary of this Convention.

ARTICLE 22

AUTHENTIC TEXTS
The original of this Convention, of which the Arabic, Chinese, English, French, Russian and Spanish texts are equally authentic, shall be deposited with the Secretary-General of the United Nations.
The General Assembly,

Recalling its resolution 55/37 of 20 November 2000 and previous resolutions referring to the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects,\(^53\)

Recalling with satisfaction the adoption, on 10 October 1980, of the Convention, together with the Protocol on Non-Detectable Fragments (Protocol I), the Protocol on Prohibitions or Restrictions of the Use of Mines, Booby Traps and Other Devices (Protocol II)\(^53\) and the Protocol on Prohibitions or Restrictions on the Use of Incendiary Weapons (Protocol III),\(^1\) which entered into force on 2 December 1983,


Welcoming the additional ratifications and acceptances of or accessions to the Convention, as well as the ratifications and acceptances of or accession to the amended Protocol II and Protocol IV,

\(^{53}\)See The United Nations Disarmament Yearbook, vol. 5: 1980 (United Nations publication, Sales No. E.81.IX.4), appendix VII.

\(^{55}\)Ibid., annex A.
Recalling also the role played by the International Committee of the Red Cross in the elaboration of the Convention and the Protocols thereto,

Recalling that the States parties at the Review Conference declared their commitment to keeping the provisions of Protocol II under review in order to ensure that the concerns regarding the weapons it covers are addressed, and that they would encourage efforts on the United Nations and other organizations to address all problems of landmines,

Commending the efforts of the Secretary-General and the President of the Annual Conference towards the promotion of the goal of universality of amended Protocol II,

Noting that, in conformity with article 8 of the Convention, conferences may be convened to examine amendments to the Convention or to any of the Protocols thereto, to examine additional protocols concerning other categories of conventional weapons not covered by existing Protocols or to review the scope and application of the Convention and the Protocols annexed thereto and to examine any proposed amendments or additional protocols,

Noting that, in accordance with article 13 of the amended Protocol II, a conference of States Parties to that Protocol shall be held annually for the purpose of consultations and cooperation on all issues in relation to the Protocol,

Noting further that the rules of procedure of the first annual conferences of High Contracting Parties to Protocol II provide for the invitation of States not Party to the Protocol, the International Committee of the Red Cross, as well as interested non-governmental organizations to take part in the conference,

Welcoming the particular efforts by the International Committee of the Red Cross in raising awareness of the humanitarian consequences of explosive remnants of war,

Welcoming the results from the Second Annual Conference of States Parties to Amended Protocol II, held at Geneva from 11 to 13 December 2000, 56

Recalls the decision of States parties to the Convention to convene the next Review Conference from 11 to 21 December 2001, preceded by three sessions of the preparatory committee, held on 14 December 2000, from 2-6 April 2001 and from 24-28 September 2001 respectively,

Welcoming the convening, in the context of the preparatory process, of the informal open-ended consultations of the States parties to the Convention and other interested States at Geneva from 27 to 31 August 2001, which provided for structured discussions, building on work by the respective Friends of Chairs on several issues pertaining to the Second Review Conference of the States Parties to the Convention and its Preparatory Committee,

1. Calls upon all States that have not yet done so to take all measures to become parties as soon as possible, to the Convention and the Protocols thereto, in particular the amended Protocol on Prohibitions or Restrictions on the Use of Mines, Booby Traps and Other Devices (Protocol II), with a view to achieving the widest possible adherence to this

56 See CCW/AP.II/CONF.2/-. 

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instrument at an early date, and calls upon successor States to take appropriate measures so that ultimately adherence to these instruments will be universal;

2. *Calls upon* all States Parties to the Convention that have not yet done so to express their consent to be bound by the Protocols to the Convention;

3. *Welcomes* the convening on 10 December 2001 of the Third Annual Conference of States Parties to Amended Protocol II, in accordance with article 13 thereof, and calls upon all States parties to amended Protocol II to address at that meeting, inter alia, the issue of holding the fourth annual conference in 2002;

4. *Welcomes* the proposal contained in the Final Declaration of the First Review Conference adopted by consensus on 3 May 1996 that the next Review Conference would consider the question of eventual further measures in relation to other conventional weapons, which may be deemed to cause unnecessary suffering or to have indiscriminate effects;

5. *Notes* therefore the proposals put forward by States Parties and the ICRC for consideration by the 2001 Review Conference, inter alia, the following issues:
   (a) Compliance procedures and mechanisms;
   (b) Explosive remnants of war;
   (c) Extension of the scope of application of the Convention and its Protocols to non-international armed conflicts;
   (d) Landmines other than anti-personnel mines;
   (e) Small-calibre ammunitions;

6. *Requests* the Secretary-General to render the necessary assistance and to provide such services, including summary records, as may be required for the Second Review Conference of the States Parties to the Convention as well as for any possible continuation of work after the Conference, should the States Parties deem it appropriate;

7. *Also requests* the Secretary-General, in his capacity as depository of the Convention and the Protocols annexed thereto, to continue to inform the General Assembly periodically of ratifications and acceptances of and accession to the Convention and the Protocols thereto;

8. *Decides* to include in the provisional agenda of its fifty-seventh session the item entitled “Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects”.

57 CCW/CONF.I/--.
AMENDED PROTOCOL ON INHIBITIONS OR
RESTRICTIONS ON THE USE OF MINES, BOOBY-TRAPS
AND OTHER DEVICES

ARTICLE 1

SCOPE OF APPLICATION
1. This Protocol relates to the use on land of the mines, booby-traps and other devices,
defined herein, including mines laid to interdict beaches, waterway crossings or river
crossings, but does not apply to the use of anti-ship mines at sea or in inland waterways.

2. This Protocol shall apply, in addition to situations referred to in Article 1 of this
Convention, to situations referred to in Article 3 common to the Geneva Conventions of
12 August 1949. This Protocol shall not apply to situations of internal disturbances and
tensions, such as riots, isolated and sporadic acts of violence and other acts of a similar
nature, as not being armed conflicts.

3. In case of armed conflicts not of an international character occurring in the territory of
one of the High Contracting Parties, each party to the conflict shall be bound to apply the
prohibitions and restrictions of this Protocol.

4. Nothing in this Protocol shall be invoked for the purpose of affecting the sovereignty of
a State or the responsibility of the Government, by all legitimate means, to maintain or re-
establish law and order in the State or to defend the national unity and territorial integrity
of the State.

5. Nothing in this Protocol shall be invoked as a justification for intervening, directly or
indirectly, for any reason whatever, in the armed conflict or in the internal or external
affairs of the High Contracting Party in the territory of which that conflict occurs.

6. The application of the provisions of this Protocol to parties to a conflict, which are not
High Contracting Parties that have accepted this Protocol, shall not change their legal
status or the legal status of a disputed territory, either explicitly or implicitly.

ARTICLE 2

DEFINITIONS
For the purpose of this Protocol:

1. "Mine" means a munition placed under, on or near the ground or other surface area and
designed to be exploded by the presence, proximity or contact of a person or vehicle.

2. "Remotely delivered mine" means a mine not directly emplaced but delivered by
artillery, missile, rocket, mortar, or similar means, or dropped from an aircraft. Mines
delivered from a land-based system from less than 500 metres are not considered to be
"remotely delivered", provided that they are used in accordance with Article 5 and other
relevant Articles of this Protocol.
3. **Anti-personnel mine**" means a mine primarily designed to be exploded by the presence, proximity or contact of a person and that will incapacitate, injure or kill one or more persons.

4. **"Booby-trap"** means any device or material which is designed, constructed, or adapted to kill or injure, and which functions unexpectedly when a person disturbs or approaches an apparently harmless object or performs an apparently safe act.

5. **"Other devices"** means manually emplaced munitions and devices including improvised explosive devices designed to kill, injure or damage and which are actuated manually, by remote control or automatically after a lapse of time.

6. **"Military objective"** means, so far as objects are concerned, any object which by its nature, location, purpose or use makes an effective contribution to military action and whose total or partial destruction, capture or neutralization, in the circumstances ruling at the time, offers a definite military advantage.

7. **"Civilian objects"** are all objects which are not military objectives as defined in paragraph 6 of this Article.

8. **"Minefield"** is a defined area in which mines have been emplaced and "mined area" is an area which is dangerous due to the presence of mines. "Phoney minefield" means an area free of mines that simulates a minefield. The term "minefield" includes phoney minefields.

9. **"Recording"** means a physical, administrative and technical operation designed to obtain, for the purpose of registration in official records, all available information facilitating the location of minefields, mined areas, mines, booby-traps and other devices.

10. **"Self-destruction mechanism"** means an incorporated or externally attached automatically functioning mechanism which secures the destruction of the munition into which it is incorporated or to which it is attached.

11. **"Self-neutralization mechanism"** means an incorporated automatically functioning mechanism which renders inoperable the munition into which it is incorporated.

12. **"Self-deactivating"** means automatically rendering a munition inoperable by means of the irreversible exhaustion of a component, for example, a battery, that is essential to the operation of the munition.

13. **"Remote control"** means control by commands from a distance.

14. **"Anti-handling device"** means a device intended to protect a mine and which is part of, linked to, attached to or placed under the mine and which activates when an attempt is made to tamper with the mine.

15. **"Transfer"** involves, in addition to the physical movement of mines into or from national territory, the transfer of title to and control over the mines, but does not involve the transfer of territory containing emplaced mines.
ARTICLE 3

GENERAL RESTRICTIONS ON THE USE OF MINES / BOOBY-TRAPS AND OTHER DEVICES

1. This Article applies to:
   - mines;
   - booby-traps; and
   - other devices.

2. Each High Contracting Party or party to a conflict is, in accordance with the provisions of this Protocol, responsible for all mines, booby-traps, and other devices employed by it and undertakes to clear, remove, destroy or maintain them as specified in Article 10 of this Protocol.

3. It is prohibited in all circumstances to use any mine, booby-trap or other device which is designed or of a nature to cause superfluous injury or unnecessary suffering.

4. Weapons to which this Article applies shall strictly comply with the standards and limitations specified in the Technical Annex with respect to each particular category.

5. It is prohibited to use mines, booby-traps, and other devices which employ a mechanism or device which is specifically designed to detonate the munition by the presence of commonly available mine detectors as a result of their magnetic or other non-contact influence during normal use in detection operations.

6. It is prohibited to use a self-deactivating mine equipped with an anti-handling device that is designed in such a manner that the anti-handling device is capable of functioning after the mine has ceased to be capable of functioning.

7. It is prohibited in all circumstances to direct weapons to which this Article applies, either in offence, defence or by way of reprisals, against the civilian population as such or against individual civilians or civilian objects.

8. The indiscriminate use of weapons to which this Article applies is prohibited. Indiscriminate use is any placement of such weapons:
   (a) which is not on, or directed against, a military objective. In case of doubt as to whether an object which is normally dedicated to civilian purposes, such as a place of worship, a house or other dwelling or a school, is being used to make an effective contribution to military action, it shall be presumed not to be so used;
   (b) which employs a method or means of delivery which cannot be directed at a specific military objective;
   (c) which may be expected to cause incidental loss of civilian life, injury to civilians, damage to civilian objects, or a combination thereof, which would be excessive in relation to the concrete and direct military advantage anticipated.

9. Several clearly separated and distinct military objectives located in a city, town, village or other area containing a similar concentration of civilians or civilian objects are not to be treated as a single military objective.
10. All feasible precautions shall be taken to protect civilians from the effects of weapons to which this Article applies. Feasible precautions are those precautions which are practicable or practically possible taking into account all circumstances ruling at the time, including humanitarian and military considerations. These circumstances include, but are not limited to:

(a) the short- and long-term effect of mines upon the local civilian population for the duration of the minefield;
(b) possible measures to protect civilians (for example, fencing, signs, warning and monitoring);
(c) the availability and feasibility of using alternatives; and
(d) the short- and long-term requirements for a minefield.

11. Effective advance warning shall be given of any emplacement of mines, booby-traps and other devices which may affect the civilian population, unless circumstances do not permit.

ARTICLE 4

RESTRICTIONS ON THE USE OF ANTI-PERSONNEL MINES

It is prohibited to use anti-personnel mines which are not detectable, as specified in paragraph 2 of the Technical Annex.

ARTICLE 5

RESTRICTIONS ON THE USE OF ANTI-PERSONNEL MINES OTHER THAN REMOTELY DELIVERED MINES

1. This Article applies to anti-personnel mines other than remotely-delivered mines.

2. It is prohibited to use weapons to which this Article applies which are not in compliance with the provisions on self-destruction and self-deactivation in the Technical Annex, unless:

(a) such weapons are placed within a perimeter-marked area which is monitored by military personnel and protected by fencing or other means, to ensure the effective exclusion of civilians from the area. The marking must be of a distinct and durable character and must at least be visible to a person who is about to enter the perimeter-marked area; and

(b) such weapons are cleared before the area is abandoned unless the area is turned over to the forces of another State which accept responsibility for the maintenance of the protections required by this Article and the subsequent clearance of those weapons.

3. A party to a conflict is relieved from further compliance with the provisions of sub-paragraphs 2 (a) and 2 (b) of this Article only if such compliance is not feasible due to forcible loss of control of the area as a result of enemy military action, including situations where direct military action makes it impossible to comply. If that party regains control of
the area, it shall resume compliance with the provisions of sub-paragraphs 2 (a) and 2 (b) of this Article.

4. If the forces of a party to a conflict gain control of an area in which weapons to which this Article applies have been laid, such forces shall, to the maximum extent feasible, maintain and, if necessary, establish the protections required by this Article until such weapons have been cleared.

5. All feasible measures shall be taken to prevent the unauthorized removal, defacement, destruction or concealment of any device, system or material used to establish the perimeter of a perimeter-marked area.

6. Weapons to which this Article applies which propel fragments in a horizontal arc of less than 90 degrees and which are placed on or above the ground may be used without the measures provided for in sub-paragraph 2 (a) of this Article for a maximum period of 72 hours, if:
   (a) they are located in immediate proximity to the military unit that emplaced them; and
   (b) the area is monitored by military personnel to ensure the effective exclusion of civilians.

ARTICLE 6

RESTRICTIONS ON THE USE OF REMOTELY-DELIVERED MINES

1. It is prohibited to use remotely delivered mines unless they are recorded in accordance with sub-paragraph 1 (b) of the Technical Annex.

2. It is prohibited to use remotely delivered anti-personnel mines which are not in compliance with the provisions on self-destruction and self-deactivation in the Technical Annex.

3. It is prohibited to use remotely delivered mines other than anti-personnel mines, unless, to the extent feasible, they are equipped with an effective self-destruction or self-neutralization mechanism and have a back-up self-deactivation feature, which is designed so that the mine will no longer function as a mine when the mine no longer serves the military purpose for which it was placed in position.

4. Effective advance warning shall be given of any delivery or dropping of remotely delivered mines which may affect the civilian population, unless circumstances do not permit.

ARTICLE 7

PROHIBITIONS ON THE USE OF BOOBY-TRAPS AND OTHER DEVICES

1. Without prejudice to the rules of international law applicable in armed conflict relating to treachery and perfidy, it is prohibited in all circumstances to use booby-traps and other devices which are in any way attached to or associated with:
   (a) internationally recognized protective emblems, signs or signals;
   (b) sick, wounded or dead persons;
   (c) burial or cremation sites or graves;
(d) medical facilities, medical equipment, medical supplies or medical transportation;
(e) children's toys or other portable objects or products specially designed for the feeding, health, hygiene, clothing or education of children;
(f) food or drink;
(g) kitchen utensils or appliances except in military establishments, military locations or military supply depots;
(h) objects clearly of a religious nature;
(i) historic monuments, works of art or places of worship which constitute the cultural or spiritual heritage of peoples; or
(j) animals or their carcasses.

2. It is prohibited to use booby-traps and other devices in the form of apparently harmless portable objects which are specifically designed and constructed to contain explosive material.

3. Without prejudice to the provisions of Article 3, it is prohibited to use weapons to which this Article applies in any city, town, village or other area containing a similar concentration of civilians in which combat between ground forces is not taking place or does not appear to be imminent, unless either:

   (a) they are placed on or in the close vicinity of a military objective; or
   (b) measures are taken to protect civilians from their effects, for example, the posting of warning sentries, the issuing of warnings or the provision of fences.

ARTICLE 8
TRANSFERS

1. In order to promote the purposes of this Protocol, each High Contracting Party:
   (a) undertakes not to transfer any mine the use of which is prohibited by this Protocol;
   (b) undertakes not to transfer any mine to any recipient other than a State or a State agency authorized to receive such transfers;
   (c) undertakes to exercise restraint in the transfer of any mine the use of which is restricted by this Protocol. In particular, each High Contracting Party undertakes not to transfer any anti-personnel mines to States which are not bound by this Protocol, unless the recipient State agrees to apply this Protocol; and
   (d) undertakes to ensure that any transfer in accordance with this Article takes place in full compliance, by both the transferring and the recipient State, with the relevant provisions of this Protocol and the applicable norms of international humanitarian law.

2. In the event that a High Contracting Party declares that will defer compliance with specific provisions on the use of certain mines, as provided for in the Technical Annex, sub-paragraph 1 (a) of this Article shall however apply to such mines.

3 All High Contracting Parties, pending the entry into force of this Protocol, will refrain from any actions that would be inconsistent with sub-paragraph 1 (a) of this Article.
**ARTICLE 9**

**RECORDING AND USE OF INFORMATION ON MINEFIELDS, MINED AREAS, MINES, BOOBY-TRAPS AND OTHER DEVICES**

1. All information concerning minefields, mined areas, mines, booby-traps and other devices shall be recorded in accordance with the provisions of the Technical Annex.

2. All such records shall be retained by the parties to a conflict, who shall, without delay after the cessation of active hostilities, take all necessary and appropriate measures, including the use of such information, to protect civilians from the effects of minefields, mined areas, mines, booby traps and other devices in areas under their control. At the same time, they shall also make available to the other party or parties to the conflict and to the Secretary-General of the United Nations all such information in their possession concerning minefields, mined areas, mines, booby-traps and other devices laid by them in areas no longer under their control; provided, however, subject to reciprocity, where the forces of a party to a conflict are in the territory of an adverse party, either party may withhold such information from the Secretary-General and the other party, to the extent that security interests require such withholding, until neither party is in the territory of the other. In the latter case, the information withheld shall be disclosed as soon as those security interests permit. Wherever possible, the parties to the conflict shall seek, by mutual agreement, to provide for the release of such information at the earliest possible time in a manner consistent with the security interests of each party.

3. This Article is without prejudice to the provisions of Article 10 and 12 of this Protocol.

**ARTICLE 10**

**REMOVAL OF MINEFIELDS, MINED AREAS' MINES, BOOBY-TRAPS AND OTHER DEVICES AND INTERNATIONAL COOPERATION**

1. Without delay after the cessation of active hostilities, all minefields, mined areas, mines, booby-traps and other devices shall be cleared, removed, destroyed or maintained in accordance with Article 3 and paragraph 2 of Article 5 of this Protocol.

2. High Contracting Parties and parties to a conflict bear such responsibility with respect to minefields, mined areas, mines, booby-traps and other devices in areas under their control.

3. With respect to minefields, mined areas, mines, booby-traps and other devices laid by a party in areas over which it no longer exercises control, such party shall provide to the party in control of the area pursuant to paragraph 2 of this Article, to the extent permitted by such party, technical and material assistance necessary to fulfil such responsibility.

4. At all times necessary, the parties shall endeavour to reach such agreement, both among themselves and, where appropriate, with other States and with international organizations, on the provision of technical and material assistance, including, in appropriate circumstances, the undertaking of joint operations necessary to fulfil such responsibilities.

**ARTICLE 11**

**TECHNOLOGICAL COOPERATION AND ASSISTANCE**
1. Each High Contracting Party undertakes to facilitate and shall have the right to participate in the fullest possible exchange of equipment, material and scientific and technological information concerning the implementation of this Protocol and means of mine clearance. In particular, High Contracting Parties shall not impose undue restrictions on the provision of mine-clearance equipment and related technological information for humanitarian purposes.

2. Each High Contracting Party undertakes to provide information to the database on mine clearance established with the United Nations System, especially information concerning various means and technologies of mine clearance, and lists of experts, expert agencies or national points of contact on mine clearance.

3. Each High Contracting Party in a position to do so shall provide assistance for mine clearance through the United Nations System, other international bodies or on a bilateral basis, or contribute to the United Nations Voluntary Trust Fund for Assistance in Mine Clearance.

4. Requests by High Contracting Parties for assistance, substantiated by relevant information, may be submitted to the United Nations, to other appropriate bodies or to other States. These requests may be submitted to the Secretary-General of the United Nations, who shall transmit them to all High Contracting Parties and to relevant international organizations.

5. In the case of requests to the United Nations, the Secretary-General of the United Nations, within the resources available to the Secretary-General of the United Nations, may take appropriate steps to assess the situation and, in cooperation with the requesting High Contracting Party, determine the appropriate provision of assistance in mine clearance or implementation of the Protocol. The Secretary-General may also report to High Contracting Parties on any such assessment as well as on the type and scope of assistance required.

6. Without prejudice to their constitutional and other legal provisions, the High Contracting Parties undertake to cooperate and transfer technology to facilitate the implementation of the relevant prohibitions and restrictions set out in this Protocol.

7. Each High Contracting Party has the right to seek and receive technical assistance, where appropriate, from another High Contracting Party on specific relevant technology, other than weapons technology, as necessary and feasible, with a view to reducing any period of deferral for which provision is made in the Technical Annex.

**ARTICLE 12**

**PROTECTION FROM THE EFFECTS OF MINEFIELDS, MINED AREAS, MINES, BOOBY-TRAPS AND OTHER DEVICES**

1. **Application**

   (a) With the exception of the forces and missions referred to in sub-paragraph 2 (a) (i) of this Article, this Article applies only to missions which are performing functions in an area with the consent of the High Contracting Party on whose territory the functions are performed.
(b) The application of the provisions of this Article to parties to a conflict which are not High Contracting Parties shall not change their legal status or the legal status of a disputed territory, either explicitly or implicitly.
(c) The provisions of this Article are without prejudice to existing international humanitarian law, or other international instruments as applicable, or decisions by the Security Council of the United Nations, which provide for a higher level of protection to personnel functioning in accordance with this Article.

2. **Peace-keeping and certain other forces and missions**

(a) This paragraph applies to:

(i) any United Nations force or mission performing peace-keeping, observation or similar functions in any area in accordance with the Charter of the United Nations;
(ii) any mission established pursuant to Chapter VIII of the Charter of the United Nations and performing its functions in the area of a conflict.

(b) Each High Contracting Party or party to a conflict, if so requested by the head of a force or mission to which this paragraph applies, shall:

(i) so far as it is able, take such measures as are necessary to protect the force or mission from the effects of mines, booby-traps and other devices in any area under its control;
(ii) if necessary in order effectively to protect such personnel, remove or render harmless, so far as it is able, all mines, booby-traps and other devices in that area; and
(iii) inform the head of the force or mission of the location of all known minefields, mined areas, mines, booby-traps and other devices in the area in which the force or mission is performing its functions and, so far as is feasible, make available to the head of the force or mission all information in its possession concerning such minefields, mined areas, mines, booby-traps and other devices.

3. **Humanitarian and fact-finding missions of the United Nations System**

(a) This paragraph applies to any humanitarian and fact-finding missions of the United Nations System.

(b) Each High Contracting Party or party to a conflict, if so requested by the head of a force or mission to which this paragraph applies, shall:

(i) provide the personnel of the mission with the protections set out in sub-paragraph 2 (b) (i) of this Article; and
(ii) if access to or through any place under its control is necessary for the performance of the mission's functions and in order to provide the personnel of that mission with safe passage to or through that place: (aa) unless on-going hostilities prevent, inform the head of the mission of a safe route to that place if such information is available; or
(bb) if information identifying a safe route is not provided in accordance with subparagraph (aa), so far as is necessary and feasible, clear a lane through minefields

4. Missions of the International Committee of the Red Cross
   (a) This paragraph applies to any mission of the International Committee of the Red Cross performing functions with the consent of the host State or States as provided for by the Geneva Conventions of 12 August 1949 and, where applicable, their Additional Protocols.
   (b) Each High Contracting Party or party to a conflict, if so requested by the head of a force or mission to which this paragraph applies, shall:
      (i) provide the personnel of the mission with the protections set out in sub-paragraph 2 (b) (I) of this Article; and
      (ii) take the measures set out in sub-paragraph 3 (b) (ii) of this Article.

5. Other humanitarian missions and missions of enquiry
   (a) Insofar as paragraphs 2, 3 and 4 above do not apply to them, this paragraph applies to the following missions when they are performing functions in the area of a conflict or to assist the victims of a conflict:
      (i) any humanitarian mission of a national Red Cross or Red Crescent society or of their International Federation;
      (ii) any mission of an impartial humanitarian organization, including any impartial humanitarian demining mission; and
      (iii) any mission of enquiry established pursuant to the provisions of the Geneva Conventions of 12 August 1949 and, where applicable, their Additional Protocols.
   (b) Each High Contracting Party or party to a conflict, if so requested by the head of a force or mission to which this paragraph applies, shall:
      (i) provide the personnel of the mission with the protections set out in sub-paragraph 2 (b) (I) of this Article; and
      (ii) take the measures set out in sub-paragraph 3 (b) (ii) of this Article.

6. Confidentiality
   All information provided in confidence pursuant to this Article shall be treated by the recipient in strict confidence and shall not be released outside the force or mission concerned without the express authorization of the provider of the information.

7. Respect for laws and regulations
   Without prejudice to such privileges and immunities as they may enjoy or to the requirements of their duties, personnel participating in the forces and missions referred to in this Article shall:
      (a) respect the laws and regulations of the host State; and b) refrain from any action or activity incompatible with the impartial and international nature of their duties.

ARTICLE 13
CONSULTATIONS OF HIGH CONTRACTING PARTIES
1. The High Contracting Parties undertake to consult and cooperate with each other on all issues related to the operation of this Protocol. For this purpose, a conference of High Contracting Parties shall be held annually.

2. Participation in the annual conferences shall be determined by their agreed Rules of Procedure.

3. The work of the conference shall include:
   (a) review of the operation and status of this Protocol;
   (b) consideration of matters arising from reports by High Contracting Parties according to paragraph 4 of this Article;
   (c) preparation for review conferences; and
   (d) consideration of the development of technologies to protect civilians against indiscriminate effects of mines.

4. The High Contracting Parties shall provide annual reports to the Depositary, who shall circulate them to all High Contracting Parties in advance of the Conference, on any of the following matters:
   (a) dissemination of information on this Protocol to their armed forces and to the civilian population;
   (b) mine clearance and rehabilitation programmes;
   (c) steps taken to meet technical requirements of this Protocol and any other relevant information pertaining thereto;
   (d) legislation related to this Protocol;
   (e) measures taken on international technical information exchange, on international cooperation on mine clearance, and on technical cooperation and assistance; and
   (f) other relevant matters.

5. The cost of the Conference of High Contracting Parties shall be borne by the High Contracting Parties and States not parties participating in the work of the Conference, in accordance with the United Nations scale of assessment adjusted appropriately.

**ARTICLE 14**

**COMPLIANCE**

1. Each High Contracting Party shall take all appropriate steps, including legislative and other measures, to prevent and suppress violations of this Protocol by persons or on territory under its jurisdiction or control.

2. The measures envisaged in paragraph 1 of this Article include appropriate measures to ensure the imposition of penal sanctions against persons who, in relation to an armed conflict and contrary to the provisions of this Protocol, wilfully kill or cause serious injury to civilians and to bring such persons to justice.

3. Each High Contracting Party shall also require that its armed forces issue relevant military instructions and operating procedures and that armed forces personnel receive training commensurate with their duties and responsibilities to comply with the provisions of this Protocol.
4. The High Contracting Parties undertake to consult each other and to cooperate with each other bilaterally, through the Secretary-General of the United Nations or through other appropriate international procedures, to resolve any problems that may arise with regard to the interpretation and application of the provisions of this Protocol.

**TECHNICAL ANNEX**

1. **Recording**
   (a) Recording of the location of mines other than remotely delivered mines, minefields, mined areas, booby-traps and other devices shall be carried out in accordance with the following provisions:
      (i) the location of the minefields, mined areas, booby-traps and other devices shall be specified accurately by relation to the coordinates of at least two reference points and the estimated dimensions of the area containing these weapons in relation to those reference points;
      (ii) maps, diagrams or other records shall be made in such a way as to indicate the location of minefields, mined areas, booby-traps and other devices in relation to reference points, and these records shall also indicate their perimeters and extent; and
      (iii) for purposes of detection and clearance of mines, booby-traps and other devices, maps, diagrams or other records shall contain complete information on the type, number, emplacing method, type of fuse and life time, date and time of laying, antihandling devices (if any) and other relevant information on all these weapons laid. Whenever feasible the minefield record shall show the exact location of every mine, except in row minefields where the row location is sufficient. The precise location and operating mechanism of each booby-trap laid shall be individually recorded.
   (b) The estimated location and area of remotely delivered mines shall be specified by coordinates of reference points (normally corner points) and shall be ascertained and when feasible marked on the ground at the earliest opportunity. The total number and type of mines laid, the date and time of laying and the self-destruction time periods shall also be recorded.
   (c) Copies of records shall be held at a level of command sufficient to guarantee their safety as far as possible.
   (d) The use of mines produced after the entry into force of this Protocol is prohibited unless they are marked in English or in the respective national language or languages with the following information:
      (i) name of the country of origin;
      (ii) month and year of production; and
      (iii) serial number or lot number.
      The marking should be visible, legible, durable and resistant to environmental effects, as far as possible.

2. **Specifications on detectability**
   (a) With respect to anti-personnel mines produced after 1 January 1997, such mines shall incorporate in their construction a material or device that enables the mine to be detected by commonly available technical mine detection equipment and provides a response signal equivalent to a signal from 8 grams or more of iron in a single coherent mass.
   (b) With respect to anti-personnel mines produced before 1 January 1997, such mines shall either incorporate in their construction, or have attached prior to
their emplacement, in a manner not easily removable, a material or device that enables the mine to be detected by commonly available technical mine-detection equipment and provides a response signal equivalent to a signal from 8 gram less or more of iron in a single coherent mass.

(c) In the event that a High Contracting Party determines that it cannot immediately comply with sub-paragraph (b), it may declare at the time of its notification of consent to be bound by this Protocol, that it will defer compliance with sub-paragraph (b) for a period not to exceed 9 years from the entry into force of this Protocol. In the meantime it shall, to the extent feasible, minimize the use of anti-personnel mines that do not so comply.

3. Specifications on self-destruction and self-deactivation
   (a) All remotely delivered anti-personnel mines shall be designed and constructed so that not more than 10% of activated mines will fail to self-destruct within 30 days after emplacement, and each mine shall have a back-up self-deactivation feature designed and constructed so that, in combination with the self-destruction mechanism, no more than one in one thousand activated mines will function as a mine 120 days after emplacement.
   (b) All non-remotely delivered anti-personnel mines, used outside marked areas, as defined in Article 5 of this Protocol, shall comply with the requirements for self-destruction and self-deactivation stated in sub-paragraph (a).
   (c) In the event that a High Contracting Party determines that it cannot immediately comply with sub-paragraphs (a) and/or (b), it may declare at the time of its notification of consent to be bound by this Protocol, that it will, with respect to mines produced prior to the entry into force of this Protocol defer compliance with sub-paragraphs (a) and/or (b) for a period not to exceed 9 years from the entry into force of this Protocol. During this period of deferral, the High Contracting Party shall:
      (i) undertake to minimize, to the extent feasible, the use of anti-personnel mines that do not so comply, and
      (ii) with respect to remotely delivered anti-personnel mines, comply with either the requirements for self-destruction or the requirements for self-deactivation and, with respect to other anti-personnel mines comply with at least the requirements for self deactivation.

4. International signs for minefields and mined areas
   Signs similar to the example attached on following pager and as specified below shall be utilized in the marking of minefields and mined areas to ensure their visibility and recognition by the civilian population:
   (a) size and shape: a triangle or square no smaller than 28 centimetres (11 inches) by 20 centimetres (7.9 inches) for a triangle, and 15 centimetres (6 inches) per side for a square;
   (b) colour: red or orange with a yellow reflecting border;
   (c) symbol: the symbol illustrated in the Attachment, or an alternative readily recognizable in the area in which the sign is to be displayed as identifying a dangerous area;
   (d) language: the sign should contain the word "mines" in one of the six official languages of the Convention (Arabic, Chinese, English, French, Russian and Spanish) and the language or languages prevalent in that area; and
(c) spacing: signs should be placed around the minefield or mined area at a distance sufficient to ensure their visibility at any point by a civilian approaching the area.
REGULATION (EC) NO. 1724/2001 OF THE EUROPEAN PARLIAMENT


THE EUROPEAN PARLIAMENT AND THE COUNCIL OF THE EUROPEAN UNION,

Having regard to the Treaty establishing the European Community, and in particular Article 179(1) thereof,

Having regard to the proposal from the Commission (1), Acting in accordance with the procedure referred to in Article 251 of the Treaty (2),

Whereas:

(1) The European Community is concerned by the presence of anti-personnel land-mines and other unexploded devices in areas where civil communities are trying to recover from armed conflict.

(2) Anti-personnel landmines cause suffering and casualties, particularly in the poorest parts of the world, and constitute a serious obstacle to economic development, inhibit the return of refugees and displaced persons, and obstruct humanitarian aid operations, reconstruction and rehabilitation and the restoration of normal social conditions.

(3) The Community is determined to make a full contribution towards the goal of total elimination of antipersonnel landmines world-wide in the coming years.

(4) The Community and its Member States have provided the largest contribution to the wider international effort to overcome the tragedy of anti-personnel landmines.

(5) Action to achieve the total elimination of anti-personnel landmines is still at an early stage and therefore the Community should continue to exercise determined leadership until that goal is fully achieved.

(6) This Regulation is a direct response to the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction (Ottawa Convention).

(7) Therefore, financial aid should, as a priority, benefit those developing countries which are committed to the fight against anti-personnel landmines and are parties to the Ottawa Convention.

(8) Community mine action is often an integral part of humanitarian aid, rehabilitation, reconstruction or development activities, whilst being a discrete and specialised activity responding to distinct priorities, operational requirements and political imperatives.
(9) As part of such activities, as well as in the case of framework programmes for the research and development of mine action technology, new and existing actions will continue to be funded from specific budget lines, supported, complemented and coordinated under this Regulation where appropriate.

(10) For the Community to be able to contribute effectively to preventive actions on mines, it will be necessary to allow for Community action to destroy anti-personnel landmines in stockpiles in conjunction with operations to destroy anti-personnel landmines in the ground.

(11) Scientific research should be intensified with the aim of developing technologies to facilitate mine detection and identification of the affected areas with greater precision.

(12) The Community needs to be in a position to ascertain that the mine clearance actions which it has financed have been effective. It must therefore employ the appropriate technical means, including military technology where necessary.

(13) This Regulation is designed to provide the basis for a coherent and efficient approach for the Community mine action in developing countries, through advancement of an integrating strategy, in close coordination between the Commission, the Member States and the international community at all stages of mine actions.

(14) Such an approach should not prevent a Community response to humanitarian emergencies wherever they occur.  

(15) It is necessary to ensure that these actions are consistent with the European Union's foreign policy as a whole, including the Common Foreign and Security Policy.

(16) The measures necessary for the implementation of this Regulation should be adopted in accordance with Council Decision 1999/468/EC of 28 June 1999 laying down the procedures for the exercise of implementing powers conferred on the Commission (3).

(17) The anti-personnel landmine problem, by its life-threatening nature and its global extent, requires efficient, flexible and, where necessary, rapid decision-making procedures for the financing of Community actions.

(18) This Regulation establishes, for its entire duration, a financial framework which is to be the principal point of reference for the budgetary authority, within the meaning of point 33 of the Interinstitutional Agreement between the European Parliament, the Council and the Commission of 6 May 1999 on budgetary discipline and improvement of the budgetary procedure (4).

(19) The Community should ensure maximum transparency in the implementation of the financial assistance and stringent controls in the use of appropriations.

(20) The protection of the Communities' financial interests as well as the fight against fraud and irregularities constitute an inherent part of this Regulation,
Have adopted this Regulation:

ARTICLE 1
1. This Regulation lays down the procedures for the implementation of Community operations against anti-personnel landmines within the framework of Community development cooperation policy, while advancing a consistent and coherent humanitarian mine clearance strategy in response to the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of anti-personnel Mines and on their Destruction (hereinafter referred to as the ‘Ottawa Convention’).

2. The operations referred to in this Regulation shall be implemented in the territory of developing countries or shall be directly related to situations arising in developing countries, particularly in those most vulnerable amongst them and in those which are recovering from conflicts. Mine actions shall be integrated into all country strategies for those developing countries which suffer from the consequences of antipersonnel landmines.

ARTICLE 2
1. Community action under this Regulation shall be aimed at assisting countries which suffer from the consequences of anti-personnel landmines, to create the conditions necessary for their economic and social development, by
   (a) supporting the elaboration, monitoring and implementation of a civilian mine action strategy;
   (b) assisting afflicted countries in their implementation of the Ottawa Convention;
   (c) creating and sustaining international structures and local capabilities within the afflicted countries to carry out mine actions with maximum effectiveness;
   (d) responding to humanitarian emergency, preventing casualties and assisting the rehabilitation of mine victims;
   (e) supporting the in-country trial and introduction into operational use of appropriate mine action equipment and techniques;
   (f) promoting coordination with end users of the mine clearance equipment at the early stages of research and supporting the use of these technologies in the poorest mine-affected countries;
   (g) encouraging mine clearance actions that are compatible with the local environment and consistent with the sustainable development of the affected region;
   (h) supporting coordination among international mine action actors.

2. The operations financed under this Regulation may comprise all activities related to action against anti-personnel landmines which will support objectives necessary for economic and social development, including:
   (a) Mine Risk Education;
   (b) training of specialist personnel;
   (c) survey and marking of suspected areas;
   (d) detection and identification of antipersonnel landmines;
   (e) mine clearance to humanitarian standards and destruction of anti-personnel landmines in the ground and in conjunction therewith the destruction of anti-personnel landmines in stockpiles;
(f) victim assistance, rehabilitation and socio-economic reintegration of mine victims;
(g) information management, including geographical information systems;
(h) other activities, which contribute to the reduction of the human, economic, and environmental impact of antipersonnel landmines.

3. In the context of paragraph 2, priority shall be given to operations in the most seriously mine afflicted countries, where anti-personnel landmines or, in conjunction therewith, other unexploded ordnance cause many civilian casualties or where the presence or suspected presence of these devices is a major obstacle to the restoration of economic and social activity or to development and thus requires a specific long-term commitment that emergency humanitarian or reconstruction aid are unable to provide.

4. In order to ensure coherence, complementarily and synergy within regional cooperation programmes and in the context of humanitarian aid, rehabilitation, reconstruction and development projects, mine actions which can be financed within the framework of any of those programmes or projects shall continue to be financed from the budget line on which the principal action is financed. Where necessary, these activities may be complemented or supported by mine actions financed under this Regulation.

ARTICLE 3
The operations financed under this Regulation shall in principle benefit those countries which are committed to the fight against antipersonnel landmines and are parties to the Ottawa Convention. Exceptions may be made for humanitarian emergency, for assistance to mine victims and for actions in direct support of vulnerable civil communities, such as refugees and displaced persons, or where the national administration is not functioning.

ARTICLE 4
1. Partners eligible for financial support under this Regulation may include regional and international organisations and agencies, non-governmental organisations (NGOs), national, provincial and local governments, their departments and agencies, institutes and public and private operators with appropriate specialised expertise and experience.

2. Participation in invitations to tender and the award of contracts shall be open on equal terms to natural and legal persons of the Member States and of the beneficiary country. In exceptional cases which are fully justified, participation may be extended to third countries.

3. Companies and other organisations tendering for contracts shall show that they have an operations policy that does not put their employees unduly at risk, and that such policy is supported by adequate employee accident and liability insurance.

ARTICLE 5
1. Community aid under this Regulation may be used to finance technical assistance, training, personnel or other services related to mine action; trials of equipment and techniques; logistical support, procurement, provision and storage of any equipment, supplies and works needed for the implementation of mine actions; studies and conferences and measures to strengthen international coordination of mine action;
evaluation and monitoring missions; activities to raise public awareness; as well as the costs of highlighting the Community nature of the aid.

2. Community financing under this Regulation shall take the form of grants.

3. Where operations are the subject of financial agreements between Community and beneficiary countries, such agreements shall stipulate that the payment of taxes, duties or any other charges is not to be covered by the Community.

ARTICLE 6
The financial framework for the implementation of Community mine actions during the period 2002 to 2009, under all applicable regulations in the context of Article 2(4), shall be EUR 240 million. Out of this amount, EUR 140 million shall be available for mine actions under this Regulation and Council Regulation (EC) No 1725/2001 of 23 July 2001 concerning action against anti-personnel landmines in third countries other than developing countries (5). The annual appropriations shall be authorised by the budgetary authority within the limits of the financial perspective.

ARTICLE 7
1. The Commission shall be assisted by the relevant geographical committee.

2. Where reference is made to this paragraph, Articles 4 and 7 of Decision 1999/468/EC shall apply, having regard to the provisions of Article 8 thereof. The period laid down in Article 4(3) of Decision 1999/468/EC shall be set at three months.

3. The Committee shall adopt its rules of procedure.

ARTICLE 8
1. The Commission shall, on the basis of a regular exchange of information, including the exchange of information on the spot, facilitate effective coordination of the assistance efforts undertaken by the Community and individual Member States, in order to increase the coherence and complementarity of their programmes.

2. The Commission may seek opportunities for co-financing with other providers of funds, especially with Member States.

3. The Commission shall promote coordination and cooperation with international contributors and actors, in particular those which form part of the United Nations system and with NGOs, as well as with relevant centers such as the Geneva International Center for Humanitarian Demining.

4. The necessary measures shall be taken to give visibility to the contribution by the Community.

ARTICLE 9
1. The Commission shall appraise, decide, and administer operations covered by this Regulation in accordance with the budgetary and other procedures in force, and in
particular those laid down in Articles 116 and 118 of the Financial Regulation of 21 December 1977 applicable to the general budget of the European Communities (6).

2. Financing decisions exceeding EUR 3 million shall be taken under the procedure laid down in Article 7(2).

3. The Commission shall inform the relevant Committee referred to in Article 7(1) of any financing decision of less than EUR 3 million in value. This information shall be made available no later than one week before the adoption of the financing decision.

4. The Commission may take decisions amending financing decisions adopted in accordance with the procedure laid down in Article 7(2), where they do not entail any substantial amendments or additional commitments in excess of 20% of the initial commitment.

ARTICLE 10
1. Projects shall form part of the wider development or reconstruction framework of the country or region in question, and be prioritised and appraised in terms of their positive impact and cost effectiveness.

2. Wherever possible, the project should be clearly integrated within a national anti-personnel landmines programme coordinated by the beneficiary government or by local society in cooperation with NGOs, or by an international institution mandated for that purpose. The aim should be for the project to be taken over, in due course, by the beneficiary government itself or by local society or NGOs in order to enhance local capacity and the sustainability of the project.

ARTICLE 11
All financing agreements or contracts concluded under this Regulation shall provide for the Commission and the Court of Auditors to conduct on-the-spot checks according to the usual procedures laid down by the Commission under the rules in force, and in particular those of the Financial Regulation. In addition, the Commission may carry out on-the-spot checks and inspections in conformity with Council Regulation (Euratom, EC) No 2185/96 (7). The measures taken by the Commission shall provide for adequate protection of the financial interests of the Community in conformity with Council Regulation (EC, Euratom) No 2988/95 (8).

ARTICLE 12
To facilitate multi-annual mine action coordination and programming, an Anti-personnel Landmine (APL) Strategy Paper comprising horizontal guidelines and priorities for Community mine action and the benchmarks for their achievement shall regularly be presented to a joint meeting of the Committees referred to in Article 7(1), for consideration in accordance with the procedures laid down in Article 7(2). The APL Strategy Paper shall cover issues such as a multi-annual indicative programme and shall refer to existing mine action programmes at country and regional levels, to the contributions of other donors including Member States and to Community mine actions funded from other budget lines. The APL Strategy Paper shall also be transmitted to the European Parliament for information.
ARTICLE 13
1. The Commission shall regularly assess operations financed by the Community in order to establish whether the objectives of the operations have been achieved and to provide guidelines for improving the effectiveness of future operations.

2. The Commission shall present in its annual report on EC development cooperation to the European Parliament and the Council information on the progress of all Community operations as well as on the results of assessments made. The report shall specify which actions have been implemented and indicate the respective amounts from the different budget lines.

ARTICLE 14
Every three years after entry into force of this Regulation, the Commission shall submit to the European Parliament and the Council an overall assessment of all Community mine actions, together with suggestions for the future of this Regulation and, as necessary, proposals for amendments to it.

ARTICLE 15
This Regulation shall enter into force on the day of its publication in the Official Journal of the European Communities. It shall apply until 31 December 2009.

This Regulation shall be binding in its entirety and directly applicable in all Member States.


For the European Parliament
The President
N. FONTAINE
For the Council
The President
A. NEYTS-UYTTEBROECK

Footnotes:
(5) See page 6 of this Official Journal. EN Official Journal of the European Communities 1.9.2001 L 234/4
REGULATION (EC) NO 1725/2001 OF THE EUROPEAN PARLIAMENT

REGULATION (EC) NO 1725/2001 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL OF 23 JULY 2001 CONCERNING ACTION AGAINST ANTI-PERSONNEL LANDMINES IN THIRD COUNTRIES OTHER THAN DEVELOPING COUNTRIES

OFFICIAL JOURNAL L 234, 01/09/2001 P. 0006 – 0009

Text:
Council Regulation (EC) No 1725/2001 of 23 July 2001 concerning action against anti-personnel landmines in third countries other than developing countries

The Council of the European Union,

Having regard to the Treaty establishing the European Community, and in particular Article 308 thereof,

Having regard to the proposal from the Commission (1),

Having regard to the opinion of the European Parliament,

Whereas:

(1) The European Community is concerned by the presence of anti-personnel land-mines and other unexploded devices in areas where civil communities are trying to recover from armed conflict.

(2) Anti-personnel landmines cause suffering and casualties and constitute a serious obstacle to economic development, inhibit the return of refugees and displaced persons, and obstruct humanitarian aid operations, reconstruction and rehabilitation and the restoration of normal social conditions.

(3) The Community is determined to make a full contribution towards the goal of total elimination of anti-personnel landmines world-wide in the coming years.

(4) The Community and its Member States have provided the largest contribution to the wider international effort to overcome the tragedy of anti-personnel landmines.

(5) Action to achieve the total elimination of anti-personnel landmines is still at an early stage and therefore the Community should continue to exercise determined leadership until the goal is fully achieved.

(6) This Regulation is a direct response to the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction (Ottawa Convention).

(7) Therefore, financial aid should, as a priority, benefit those third countries which are committed to the fight against anti-personnel landmines and are parties to the Ottawa Convention.
(8) Community mine action is often an integral part of humanitarian aid, rehabilitation, reconstruction or development activities, whilst being a discrete and specialised activity responding to distinct priorities, operational requirements and political imperatives.

(9) As part of such activities, as well as in the case of framework programmes for the research and development of mine action technology, new and existing actions will continue to be funded from specific budget lines, supported, complemented and coordinated under this Regulation where appropriate.

(10) For the Community to be able to contribute effectively to preventive actions on mines, it will be necessary to allow for Community action to destroy anti-personnel landmines in stockpiles in conjunction with operations to destroy anti-personnel landmines in the ground.

(11) Scientific research should be intensified with the aim of developing technologies to facilitate mine detection and identification of the affected areas with greater precision.

(12) The Community needs to be in a position to ascertain that the mine clearance actions which it has financed have been effective. It must therefore employ the appropriate technical means, including military technology where necessary.

(13) This Regulation is designed to provide the basis for a coherent and efficient approach for the Community mine action in third countries other than developing countries, through advancing an integrating strategy, in close coordination between the Commission, the Member States and the international community at all stages of mine actions.

(14) Such an approach should not prevent Community response to humanitarian emergencies wherever they occur.

(15) It is necessary to ensure that these actions are coherent with the European Union's foreign policy as a whole, including the Common Foreign and Security Policy.

(16) The measures necessary for the implementation of this Regulation should be adopted in accordance with Council Decision 1999/468/EC of 28 June 1999 laying down the procedures for the exercise of implementing powers conferred on the Commission(2).

(17) The anti-personnel landmine problem, by its life-threatening nature and its global extent, requires efficient, flexible and, where necessary, rapid decision-making procedures for the financing of Community actions.

(18) The Community should ensure maximum transparency in the implementation of the financial assistance and stringent controls in the use of appropriations.

(19) The protection of the Communities' financial interests as well as the fight against fraud and irregularities constitute an inherent part of this Regulation.

(20) The operations referred to in this Regulation fit into the framework of Community cooperation policy in third countries other than developing countries and are necessary to attain one of the objectives of the Treaty. The Treaty does not provide for the adoption of this Regulation, powers other than those laid down in Article 308.
Article 6 of Regulation (EC) No 1724/2001 of the European Parliament and of the Council of 23 July 2001 concerning action against anti-personnel landmines in developing countries (3) provides for a financial framework for the implementation of all Community mine actions, including under this Regulation,

Has adopted this Regulation:

ARTICLE 1

1. This Regulation lays down the procedures for the implementation of Community operations against anti-personnel landmines within the framework of Community cooperation policy in third countries, while advancing a consistent and coherent humanitarian mine clearance strategy in response to the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on their Destruction (hereinafter referred to as the "Ottawa Convention").

2. The operations referred to in this Regulation shall be implemented in the territory of third countries other than developing countries or shall be directly related to situations arising in these countries, particularly in those recovering from conflicts. Mine actions shall be integrated into all country and cooperation strategies of such third countries which suffer from the consequences of anti-personnel landmines.

ARTICLE 2

1. Community operations under this Regulation shall be aimed at assisting countries which suffer from the consequences of anti-personnel landmines, to create the conditions necessary for their economic and social development, by
   (a) supporting the elaboration, monitoring and implementation of a civilian mine action strategy;
   (b) assisting afflicted countries in their implementation of the Ottawa Convention;
   (c) creating and sustaining international structures and local capabilities within the afflicted countries to carry out mine actions with maximum effectiveness;
   (d) responding to humanitarian emergency, preventing casualties and assisting the rehabilitation of mine victims;
   (e) supporting the in-country trial and introduction into operational use of appropriate mine action equipment and techniques;
   (f) promoting coordination with end-users of the mine clearance equipment at the early stages of research and to support the use of these technologies in mine-affected countries;
   (g) encouraging mine clearance actions that are compatible with the local environment and consistent with the sustainable development of the affected region;
   (h) supporting coordination among international mine action actors.

2. The operations financed under this Regulation may comprise all activities related to action against anti-personnel landmines which will support objectives necessary for economic and social development, including:
   (a) Mine Risk Education;
   (b) training of specialist personnel;
   (c) survey and marking of suspected areas;
   (d) detection and identification of anti-personnel landmines;
(c) mine clearance to humanitarian standards and destruction of anti-personnel landmines in the ground and in conjunction therewith the destruction of anti-personnel landmines in stockpiles;
(f) victim assistance, rehabilitation and socio-economic reintegration of mine victims;
(g) information management, including geographical information systems;
(h) other activities, which contribute to the reduction of the human, economic and environmental impact of anti-personnel landmines.

3. In the context of paragraph 2, priority shall be given to operations in the most seriously mine afflicted countries, where anti-personnel landmines or, in conjunction therewith, other unexploded ordnance cause many civilian casualties or where the presence or suspected presence of these devices is a major obstacle to the restoration of economic and social activity or to development and thus requires a specific long-term commitment that emergency humanitarian or reconstruction aid are unable to provide.

4. In order to ensure coherence, complementarity and synergy within regional operation programmes and in the context of humanitarian aid, rehabilitation, reconstruction and development projects, mine actions which can be financed within the framework of any of those programmes or projects shall continue to be financed from the budget line on which the principal action is financed. Where necessary, these activities may be complemented or supported by mine actions financed under this Regulation.

ARTICLE 3
The operations financed under this Regulation shall in principle benefit those countries which are committed to the fight against anti-personnel landmines and are parties to the Ottawa Convention. Exceptions may be made for humanitarian emergency, for assistance to mine victims and for actions in direct support of vulnerable civil communities, such as refugees and displaced persons, or where the national administration is not functioning.

ARTICLE 4
1. Partners eligible for financial support under this Regulation may include regional and international organisations and agencies, non-governmental organisations (NGOs), national, provincial and local governments, their departments and agencies, institutes and public and private operators with appropriate specialised expertise and experience.

2. Participation in invitations to tender and the award of contracts shall be open on equal terms to natural and legal persons of the Member States and of the beneficiary country. In exceptional cases which are fully justified, participation may be extended to third countries.

3. Companies and other organisations tendering for contracts shall show that they have an operations policy that does not put their employees unduly at risk, and that such policy is supported by adequate employee accident and liability insurance.

ARTICLE 5
1. Community aid under this Regulation may be used to finance technical assistance, training, personnel or other services related to mine action; trials of equipment and techniques; logistical support, procurement, provision and storage of any equipment,
supplies and works needed for the implementation of mine actions; studies and conferences and measures to strengthen international coordination of mine action; evaluation and monitoring missions; as well as activities to raise public awareness.

2. Community financing under this Regulation shall take the form of grants.

3. Where operations are the subject of financial agreements between Community and partner countries such agreements shall stipulate that the payment of taxes, duties or any other charges is not to be covered by the Community.

ARTICLE 6
1. The Commission shall be assisted by the relevant geographical committee.

2. Where reference is made to this paragraph, Articles 4 and 7 of Decision 1999/468/EC shall apply. The period laid down in Article 4(3) of Decision 1999/468/EC shall be set at three months.

3. The Committee shall adopt its rules of procedure.

ARTICLE 7
1. The Commission shall, on the basis of a regular exchange of information, including the exchange of information on the spot, facilitate effective coordination of the assistance efforts undertaken by the Community and individual Member States, in order to increase the coherence and complementarity of their programmes.

2. The Commission may seek opportunities for cofinancing with other providers of funds, especially with Member States.

3. The Commission shall promote coordination and cooperation with international contributors and actors, in particular those which form part of the United Nations system and with NGOs, as well as with relevant centres such as the Geneva International Centre for Humanitarian Demining.

4. The necessary measures shall be taken to give visibility to the contribution by the Community.

ARTICLE 8
1. The Commission shall appraise, decide, and administer operations covered by this Regulation in accordance with the budgetary and other procedures in force, and in particular those laid down in Articles 116 and 118 of the Financial Regulation of 21 December 1977 applicable to the general budget of the European Communities.

2. Financing decisions exceeding EUR 3 million shall be taken under the procedure laid down in Article 6(2).

3. The Commission shall inform the relevant Committee referred to in Article 6(1) of any financing decision of less than EUR 3 million in value. This information shall be made available no later than one week before the adoption of the financing decision.

4. The Commission may take decisions amending financing decisions adopted in accordance with the procedure laid down in Article 6(2), where they do not entail any
substantial amendments or additional commitments in excess of 20% of the initial commitment.

**ARTICLE 9**
1. Projects shall form part of the wider reconstruction framework of the country or region in question, and be prioritised and appraised in terms of their positive impact and cost effectiveness.

2. Wherever possible, the project should be clearly integrated within a national anti-personnel landmines programme coordinated by the beneficiary government or by local society in cooperation with NGOs, or by an international institution mandated for that purpose. The aim should be for the project to be taken over, in due course, by the beneficiary government itself or by local society or NGOs in order to enhance local capacity and the sustainability of the project.

**ARTICLE 10**
All financing agreements or contracts concluded under this Regulation shall provide for the Commission and the Court of Auditors to conduct on-the-spot checks according to the usual procedures laid down by the Commission under the rules in force, and in particular those of the Financial Regulation. In addition, the Commission may carry out on-the-spot checks and inspections in conformity with Council Regulation (Euratom, EC) No 2185/96(5). The measures taken by the Commission shall provide for adequate protection of the financial interests of the Community in conformity with Council Regulation (EC, Euratom) No 2988/95(6).

**ARTICLE 11**
To facilitate multi-annual mine action coordination and programming, an Anti-personnel Landmines (APL) Strategy Paper comprising horizontal guidelines and priorities for Community mine action and the benchmarks for their achievement, shall regularly be presented to a joint meeting of the Committees referred to in Article 6, for consideration in accordance with the procedures laid down in Article 6(2). The APL Strategy Paper shall cover issues such as a multi-annual indicative programme and shall refer to existing mine action programmes at country and regional levels, to the contributions of other donors including Member States and to Community mine actions funded from other budget lines. The APL Strategy Paper shall also be transmitted to the European Parliament for information.

**ARTICLE 12**
The Commission shall regularly assess operations financed by the Community in order to establish whether the objectives of the operations have been achieved and to provide guidelines for improving the effectiveness of future operations.

**ARTICLE 13**
Every three years after entry into force of this Regulation, the Commission shall submit to the European Parliament and the Council an overall assessment of all Community mine actions, together with suggestions for the future of this Regulation and, as necessary, proposals for amendments to it.
ARTICLE 14
This Regulation shall enter into force on the day of its publication in the Official Journal of the European Communities. It shall apply until 31 December 2009. This Regulation shall be binding in its entirety and directly applicable in all Member States.

For the Council
The President
A. Neyts-Uyttebroeck

Footnotes:
(3) See page 1 of this Official Journal.
MINIMUM OPERATING SECURITY STANDARDS (MOSS)

INSTRUCTIONS FOR IMPLEMENTATION

INTRODUCTION

MOSS is a fundamental policy document for all UN field operations. It was developed in response to the United Nations requirement to ensure that minimal essential security practices are established and maintained in the delivery of security support to United Nations staff. MOSS is a system-wide initiative that is managed by UNSECOORD.

These instructions provide detailed guidance for the development and implementation of a country-specific MOSS. A list of specific terminology used within MOSS is attached as Annex A.

BASELINE MOSS

A ‘baseline MOSS’ document (attached as Annex A) has been developed through discussion and coordination between UNSECOORD, Designated Officials and representatives of United Nations Agencies, Programmes, Funds and other organisations. This ‘baseline MOSS’ is a generic document that sets the minimum operating security standards for United Nations field operations globally. In accordance with United Nations Security Management policy, all Designated Officials and their Security Management Teams, regardless of the extant security Phase within their countries, are required to develop and implement a country-specific MOSS, using the ‘baseline MOSS’.

PURPOSE

The purpose of MOSS is to establish a standard field based criteria for minimum security arrangements to enhance staff security, reduce risk and support field operations.

ACCOUNTABILITY

Within the report of the Secretary-General, dated 28 August 2002, ‘Inter-organizational Security Measures: Framework for Accountability for the United Nations Field Security Management System’, MOSS is a defined responsibility for senior managers in the field and at agency headquarters. As such it is subject to accountability.

VARIATIONS TO BASELINE MOSS
It is to be stressed that MOSS has been developed to ensure the absolute minimum standards of equipment, structures and procedures required at each field duty station. The ‘baseline MOSS’ indicates, “what you must have” and not, “what you would like to have” in order to reduce risk and safely conduct operations within your country.

Varying circumstances and environments may require Country Teams to increase the requirements of ‘baseline MOSS’ when developing their own country-specific MOSS. This is a decision by the Country Team and is funded by the Country Team. Similarly, and on an exceptional basis only, Country Teams may request to go below ‘baseline MOSS’. If this extraordinary measure is necessary, a detailed justification is required to be forwarded to UNSECOORD for consideration.

**FORMAT**

‘Baseline MOSS’ is presented at Annex A in a tabular format. It commences with the requirements for countries in which no security phase has been declared, i.e. ‘No Phase’. This is followed by the requirements of the five separate security Phases of the United Nations Security Plan.

The tables are cumulative, with those requirements starting at ‘No Phase’ being implicit to all other Phases; e.g. the requirements of MOSS under Phase Three include all the requirements of ‘No Phase’, Phases One and Two.

When changing from one Phase up to a higher Phase (e.g. Phase One to Phase Two) the increased measures for the new phase are required to be implemented as soon as possible. Typically full implementation is to be completed within a maximum of 60 days from declaration of the Phase change.

**FINANCIAL IMPLICATIONS**

MOSS implementation has certain financial and resource implications at the country level and funding for this remains the responsibility of the Country Team; UNSECOORD does not have funds for MOSS implementation. Any financial implications will have two aspects:

- The inter-agency, or common system, requirement for joint funding.
- The single-agency requirement for Agency equipment.

Example: A country-specific MOSS may require a 24-hour/7-days per week communications centre, plus VHF handsets for all international staff and selected national staff, plus blast protective film for all UN offices. Common system costs will include the communications centre, its operators, and its equipment. Whereas single-agency costs of the same MOSS will include VHF radios for that Agency’s staff and for the required blast protective film for that Agency’s offices only.

**MALICIOUS ACTS INSURANCE POLICY**
The underwriters of the Malicious Acts Insurance Policy (MAIP) have noted the United Nation’s compliance to MOSS. Therefore, non-compliance of MOSS measures may be used by the policy underwriters as justification for denying or reducing compensation in the event of an incident involving United Nations staff.

DEVELOPMENT

The development of each country-specific MOSS must be preceded by a detailed and thorough Threat Assessment conducted by a ‘competent authority’ in accordance with the UNSECOORD guidance as reflected in the Security Operations Manual. For the development of a formal Threat Assessment, ‘competent authorities’ are considered to be; UNSECOORD Security Coordination Officers, Field Security Coordination Officers (FSCO), Security Officers (SO) from United Nations Agencies, DPKO Chief Security Officers (CSO) or any other person specifically approved by UNSECOORD for that purpose.

The Designated Official and the Security Management Team are responsible to develop their country-specific MOSS. Only one MOSS is usually produced for each country. The five steps required in the development of a country-specific MOSS are as follows:

Step 1: Conduct a Threat Assessment and determine the level of Risk. Confirm Security Phases.

Step 2: Compare the extant security measures in each security Phase against those required in the ‘baseline MOSS’, and determine shortfalls, if any.

Step 3: Identify what additional measures are required above the requirements of ‘baseline MOSS’, if any.

Step 4: Once all MOSS requirements have been considered and documented, the table should be completed in the format of Annex A. The SMT will then concur to this country-specific MOSS and forward it to UNSECOORD for review.

Step 5: UNSECOORD will authorise the country-specific MOSS. The MOSS is then implemented at the country level, with equipment obtained and installed, training undertaken and structures put in place.

IMPLEMENTATION

The implementation of MOSS should be conducted as rapidly as possible when Phases are changed - hence the need for pre-planning is paramount. A country in No Phase MUST have a contingency for the implementation and procurement of assets and resources necessary to move to Phase One. The MOSS system is designed to ensure, as far as possible, a logical and smooth transition from a lower to higher phase with minimal increase in actual resources. The largest resource requirement is from No Phase to Phase One.

The following explanations provide clarity to some of the concepts and terminology used in the baseline MOSS document.
1. **TELECOMMUNICATIONS**

**ECS.** The concept of an Emergency Communications System (ECS) ensures there is a reliable communications structure/link established between those United Nations staff that have been appointed with security and safety responsibilities (i.e. DO, FSCO, SMT members, Wardens, ASCs and selected staff). The ECS is a structural and procedural element of MOSS that is reinforced by radios at Phase One. It has two elements; (1) the ability for the security officials, and others, to communicate within the country, and (2) the ability for senior security officials to communicate to UNSECOORD and other organisations outside the country. Radios are required in the establishment of a Phase One (or greater) ECS because they provide an independent means of communications that is not afforded by cellular telephones and perhaps hand-held, satellite telephones.

**No Phase.** Under conditions of ‘No Phase’ the ECS is based on ‘appropriate and available means’ to ensure reliable security/safety communications between the SMT members, Wardens and ASCs. This may be a combination of cellular telephones, landlines telephones, email or radios as appropriate. Mobile satellite telephones are required to enable the FSCO and DO to maintain communications with UNSECOORD and other organisations.

**Phase One.** In Phase One the ECS is reinforced with a fully operational and independent radio network of UHF, VHF and/or HF radios. The ECS in Phase One is to be ‘monitored’ on a 24-hour basis - this ensures that emergency calls can be effectively serviced. A simple system of identifying a ‘duty officer’ may be appropriate for monitoring purposes. In this way security linkage is maintained between all security officials at the duty station. Lastly, there is a requirement to equip and establish a common-system Communications Centre/Radio Room, and an Crises Coordination Centre (CCC) in the Capital, and at each of those outlying locations outside the Capital. There is no requirement to have these facilities operating on a 24-hours a day basis, but they are to be equipped with all the necessary resources to ensure that, should it be necessary, they can be operated effectively. Note: Radio room and CCC are not to be used as storage or other disruptive uses.

**Phase Two.** Phase Two is typically considered as an interim Security Phase during which the SMT considers whether the security environment is likely to deteriorate further (perhaps to Phase Three) or to improve (return to Phase One). As per the Field Security Handbook, ‘essential staff’ are to be identified, and provided with VHF/UHF radios. The dedicated Radio Rooms are to be operated to maintain 24/7 communications operations. This will likely include email, fax and satellite telephone operations.

2. **VEHICLES**

**No Phase.** All UN vehicles may be utilised throughout all areas of the country not under any Security Phase. All UN drivers must have appropriate driving documentation (National driving licenses and/or relevant UN certification). UN vehicles must be able to be identified as UN vehicles at all times, and must be correctly registered and insured in the country.
Phase One. Under Phase One the DO is responsible to be aware of the location of all UN staff at all times and an effective and reliable system to monitor their whereabouts is required. Further, all vehicles are to have an ‘effective and reliable’ means of communications – this may be achieved by a proven reliable, cellular telephone system with wide area coverage. This allows the implementation of the necessary system of movement control (or tracking) of UN vehicles so that the DO can fulfil his responsibilities. In addition, ‘Field Vehicles’ need to be identified and equipped. These are full-size, 4x4 vehicles equipped with radio communications for field mission outside of the Capital area/region.

Phase Two. All vehicles operating in a Phase Two environment are to be equipped with UHF, VHF and/or HF radios.

Phase Three. All drivers are to be provided with VHF/UHF, handheld radios. Specialised equipment may be identified and procured for these ‘Field Vehicles’ as appropriate (e.g. extra spare tyres, spare fuel, emergency lights, ballistic blankets, etc).

3. TRAINING

All Phases. All UN staff are required to complete the basic Security Awareness’ CD-ROM. In addition, throughout the process of MOSS development and implementation, security managers must be aware of the need to provide training and briefings for the general staff and for those with security responsibilities. The FSCO is required to undertake such training and UNSECOORD can provide additional resources as appropriate.

Phase Three. Specialised training must be provided to selected staff on, trauma kits, protective equipment or facilities, etc, as appropriate.

4. EQUIPMENT

No Phase. ‘Emergency power supply’ is a common-system, independent and reliable source of electrical generation to ensure communications equipment is operative, security lighting is available at all times, essential business functions can be conducted even after the loss of ‘city supplied’ or commercially supplied power. In certain locations, electricity or other power supplies may be critical for basic warmth (e.g. Mongolia). Emergency fuel is required for these facilities in all instances. Contingency plans for the procurement of Phase One equipment is to be established.

Phase Two. Contingency plans are required for the procurement and installation of appropriate Specialised Equipment (see paragraph 6 below).

Phase Three. Specialised protective equipment is to be procured and fitted as appropriate and as described in Annex A.

5. SECURITY PLAN
No Phase. A functional Security Plan, based on a formal Threat Assessment, is required for all UN duty stations as described in the Field Security Handbook (FSH) to include an operational Warden system and the appointment of ASCs as appropriate. In addition each Country Team must establish local security Standard Operating Procedures (SOP’s) for various emergency scenarios. All buildings are to have an Emergency Evacuation Plan in place. Staff should be fully briefed on the contents of these documents and have access to all relevant UN policy and operational security documents.

Phase One. Security clearance procedures (in accordance with the FSH) are to be established and implemented. This includes country-specific travel clearance procedures. SMTs are required to meet at least monthly.

6. SPECIALISED EQUIPMENT

FSCO Equipment. The FSCO is provided with certain standard equipment by UNSECOORD. Additionally, the FSCO security budget provides for specialised field kit as required.

Protective Equipment. Bunkers, body armour, ballistic blankets and blast resistant film (Phase Three) are required only if the country/area threat assessment performed substantiates a threat from a bomb and/or war environment and when endorsed by a competent authority. UNSECOORD maintain the minimum standards required for bunkers, ballistic blankets and blast protective film for glass.

Trauma Kit. A trauma kit is required in Phase Two. It is an advanced first aid kit with specialised medical equipment to treat major trauma injuries. Normally this requires the attendance of a qualified paramedic, nurse or doctor. At least one UN staff member should be trained in the use of this equipment.

PEP Kit. Post Exposure Prevention (PEP) kits are provided and managed by WHO. At the field level the PEPs are typically held under the care of the WHO representative. They are designed for use under the supervision of a medical doctor but can be initiated without such

CONCLUSION

The MOSS baseline is an enabling document that provides a minimum level of security preparedness necessary for United Nations operations globally. Country Teams should consider the MOSS as an enabling process and maintain the purpose of MOSS.
TERMINOLOGY

In general, the terminology used in the Field Security Handbook is used throughout MOSS. However, the following words and phrases are also noted within the MOSS ‘baseline’ document:

**Country Offices.** Although various Agencies may use variant terms, the ‘Country Offices’ used in MOSS describes those country headquarters offices typically located in the Capital city of that country, e.g. Those UNDP, UNFPA and IMF offices in Colombo, Sri Lanka.

**Offices Outside the Capital.** Those offices considered to be sub-offices, or affiliated offices, to those Country Offices (above). They are typically located well outside the Capital city, and come under the responsibility of an ASC for security matters.

**Common-system.** Used to indicate at least one such facility, equipment or capability is to be provided for the UN system in that country or specific Area within the country.

**Area.** As per the Field Security Handbook in relation to security planning. In general, the term ‘Area’ defines a geographic area within which an Area Security Coordinator (ASC) is appointed by the DO. The ASC, in addition to his/her normal Agency duties, has specific security related responsibilities within his/her Area similar to the DO.

**Monitored.** In relation to the ECS in No Phase declared situations, the term ‘monitored’ implies that all staff within the ECS are to be capable of calling an identified individual or callsign/number through a reliable and un-interrupted means of communication, and be able to pass on relevant security information and to receive an appropriate response. The mechanism for this ‘monitoring’ is determined by the DO/SMT.

**Independent radio network.** The term ‘independent radio network’ (Phase One Telecommunications) indicates that the UN communications system, particularly radio networks, are to be owned and operated by the UN whenever possible. This implies that shared arrangements (e.g. co-use of the same VHF Repeater with an NGO, government body or commercial organisation, etc) should be avoided whenever possible.

**Security Channel.** A separate frequency, perhaps through a separate VHF/UHF Repeater, that is dedicated as a security channel with limited access to the relevant security management personnel as directed by the DO.

**Field Vehicles.** Those vehicles appropriate for heavy duty in a crisis or high-risk environment. Typically high quality, full-size, 4x4, four door utility sedan type vehicles, fitted with appropriate communications and specialised equipment as appropriate.
**Specialised Equipment.** That protective equipment or facility utilised in high-risk environments where the threat of aerial bombardment, roadside attack or random anti-personnel landmines is considered to be significant. For the implementation of MOSS this includes; Body Armour, Ballistic Blankets for vehicles, Bunkers and Blast Protective Film for windows.

**Mobile Satellite Telephone.** As opposed to a static, embedded satellite telephone that would not be capable of rapid deployment to a Concentration Point, DO’s residence, or ECC, etc in time of crises.

**Radio Room.** More accurately defined as a communications centre, the ‘radio room’ is to be equipped and fitted with those means of communications appropriate for the country security plan and may include, email, satellite telephone, facsimile, VHF/UHF radio base stations, HF base stations, landline telephone, Telex or other system. An identified alternate site should also be identified so that a rapid change can be instigated if necessary.

**Crises Coordination Centre (CCC).** An identified room equipped and fitted with appropriate equipment to allow for the convening of crisis management groups and to enable them to access appropriate documents, facilities and resources in a comfortable group working environment. This may be a designated conference room but should not be an operating office or storage area. It should be near to, or share some facilities of, the Radio Room. Consideration should be given to the site of the CCC so that access in times of crisis is possible. An identified alternate site should also be identified so that a rapid change can be instigated if necessary.
**NO PHASE**

**TELECOMMUNICATIONS**

<table>
<thead>
<tr>
<th>Country Offices (Agency HQ's in Capitals)</th>
<th>Offices Outside Capital</th>
<th>Individual Staff</th>
<th>Procedures</th>
<th>Requirement</th>
</tr>
</thead>
</table>
| Establish an Emergency Communications System (ECS) throughout the functional area of the Capital, and its operational locations, utilizing ‘appropriate and available means’ in order to:  
1. Provide communications between DO, FSCO, SMT, Wardens.  
2. Provide communications between the DO, FSCO and ASCs. | Establish an Emergency Communications System (ECS) throughout the operational ‘Area’ utilizing ‘appropriate and available means’ in order to.  
1. Provide communications between the ASC and the AFSCO, SMT within the Area.  
2. Provide communications between ASC and DO/FSCO in the Capital. | DO, FSCO, SMT members, ASCs and selected staff provided with appropriate and available means of communications in order to establish and operate an ECS. | ECS is to be tested and practiced at regular intervals. | ECS network to be capable of operating 24 hour/7 days per week (24/7) with uninterrupted and reliable communications between the DO, FSO, SMT and all Wardens and ASCs. |
| Establish an ECS to enable communications between the DO/SMT/FSCO and relevant UN Offices outside the country (including UNSECOORD). Provide a common-system, mobile satellite telephone. | | | | |

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59 ECS has two primary functions: (1) To ensure members of the security management structure are able to communicate with each other during a crisis or emergency (2) To enable the DO/SMT to communicate security/emergency information to UNSECOORD and other offices outside the country.

60 With regard to an ECS in No Phase, the term “appropriate and available means” would typically mean cellular/mobile telephones, together with satellite telephones.
### NO PHASE
### SECURITY PLAN

<table>
<thead>
<tr>
<th>Country Offices</th>
<th>Offices Outside Capital</th>
<th>Vehicles</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Documentation with DO, SMT and FSCO:</strong></td>
<td>1. Area Security Coordinators (ASC) appointed.</td>
<td>• Drivers must have a relevant and current, national driving licence.</td>
<td>All staff provided with:</td>
</tr>
<tr>
<td>• Threat Assessment.</td>
<td>2. <strong>Documentation with ASC:</strong></td>
<td>• All UN vehicles appropriately registered by the Host Government.</td>
<td>• UN Security in the Field booklet.</td>
</tr>
<tr>
<td>• UN Field Security Handbook (FSH).</td>
<td>• UN Field Security Handbook.</td>
<td>• All vehicles appropriately marked with UN logos/flags/decals, etc (as per country SOPs).</td>
<td>All staff required to:</td>
</tr>
<tr>
<td>• Country-specific Security Plan.</td>
<td>• Area-specific Security Plan.</td>
<td></td>
<td>• Comply with all UN security policies.</td>
</tr>
<tr>
<td>• Country-specific MOSS.</td>
<td>• Area-specific MOSS.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Medical evacuation procedures.</td>
<td>• Medical evacuation procedures.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Relevant country maps.</td>
<td>• Relevant country maps.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Warden Systems | Warden Systems | Warden Systems | All new staff provided with: |
|----------------|----------------|----------------|Country-specific security orientation briefing. |
| • Established and operational. | • Established and operational. | | |
| • Exercised regularly. | • Exercised regularly. | | |

<table>
<thead>
<tr>
<th>Building Emergency/Evacuation Plan</th>
<th>Building Emergency/Evacuation Plan</th>
<th>Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Established for all UN offices and facilities.</td>
<td>• Established for all UN offices and facilities.</td>
<td>All staff to complete Basic Security Awareness CD-ROM.</td>
</tr>
<tr>
<td>• Exercised every six months.</td>
<td>• Exercised every six months.</td>
<td></td>
</tr>
</tbody>
</table>

---

61 To be conducted by a ‘competent authority’ and may include recommendations for ‘protective equipment and facilities.’
**NO PHASE**

**EQUIPMENT**

<table>
<thead>
<tr>
<th>Country Offices</th>
<th>Offices Outside Capital</th>
<th>Vehicles</th>
<th>Staff</th>
</tr>
</thead>
</table>
| Emergency power supply available for charging and operation of appropriate, common-system communications equipment, office external security lighting and essential computer facilities. | Emergency power supply available for charging and operation of appropriate, common-system, communications equipment, office external security lighting and essential computer facilities. | • First aid kit.  
• Fire extinguisher  
• Spare wheel, jack and appropriate tools.  
• Vehicles appropriately marked (as above).  
• Seat belts. | FSCO provided with standard equipment.                                                      |
| **PEP kits** obtained for the common-system (provided and managed by WHO).       |                                                                                        |                                                                                                                                                                                                         |                                                                                            |
| **Contingency plans** for the procurement of Phase One MOSS equipment requirements is to be established. |                                                                                        |                                                                                                                                                                                                         |                                                                                            |

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62 This is to ensure the integrity of the ECS in times of crisis. A common-system facility is required, as part of MOSS, to maintain the capabilities noted (typically the UN House). However, it is recommended that all Agencies with separate compounds adopt a similar requirement.

63 When an FSCO is appointed to a country, UNSECOORD, or the FSCO’s budget, will provide the following mandatory equipment or the funds to purchase them: radio equipment, telephone (satellite and cellular), laptop computer and accessories, digital camera, GPS, first aid kit.
# PHASE ONE

## TELECOMMUNICATIONS

<table>
<thead>
<tr>
<th>Country Offices</th>
<th>Offices Outside Capital</th>
<th>Vehicles</th>
<th>Individual Staff</th>
<th>Procedures</th>
</tr>
</thead>
</table>
| • ECS is to be reinforced with fully operational, independent radio network utilizing UHF, VHF and/or HF equipment.  
• Security channel for DO, FSCO and SMT members incorporated into radio networks.  
• A system is to be established to ensure all ECS communications are monitored 24/7.  
• A common-system radio room is to be established and equipped.  
• A common-system crisis coordination centre (ccc) to be established. | • ECS is to be reinforced with fully operational, independent radio network utilizing UHF, VHF and/or HF equipment.  
• Security channel for ASC, AFSCO, local SMT and Wardens incorporated into radio networks.  
• A system is to be established to ensure all ECS communications are monitored 24/7.  
• A common-system radio room is to be established and equipped.  
• A common-system Crisis Coordination Centre (CCC) to be established. | Provision of effective and reliable communications to all UN vehicles.  
‘Field Vehicles’ identified and equipped. | DO, FSCO, ASCs, SMT members, Wardens and selected staff provided with UHF/VHF handset radios. | Same as ‘No Phase’.  
Scheduled radio checks conducted. |
| Mobile satellite telephone available to each UN Agency Country Office. | Mobile Satellite telephone available to each ASC and AFSCO (if appointed). | | | |

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64 In Phase One “monitored” may be allocated to a duty officer or other nominated staff member to ensure their radio is on, and capable of being responded to.
65 Radio room to be equipped with base station radios, satellite telephone, email, etc.
66 CCC is to be located in/or close to the radio room and is used during crises (maybe conference room but with additional, appropriate equipment).
67 May utilise cellular telephones under a wide area coverage, or may require VHF/UHF/HF radios or satellite telephones.
68 ‘Field Vehicles’ are vehicles equipped with radio communications for field missions outside of the capital area/region. (4x4 type vehicles).
PHASE ONE

SECURITY PLAN & EQUIPMENT

<table>
<thead>
<tr>
<th>Country Offices</th>
<th>Offices Outside Capital</th>
<th>Vehicles</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Same requirements as ‘No Phase’.</td>
<td>• Same requirements as ‘No Phase’.</td>
<td>• Same requirements as ‘No Phase’.</td>
<td>• Same requirements as ‘No Phase’.</td>
</tr>
<tr>
<td>• Security clearance request system established.</td>
<td>• Security clearance request system established.</td>
<td>• ‘Field Vehicles’ identified and equipped (see footnote 9).</td>
<td>• All staff to be provided briefing on UN security arrangements and Security Plan.</td>
</tr>
<tr>
<td>• SMT meetings at least once a month.</td>
<td></td>
<td>• Vehicle ‘movement control’ procedures implemented.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Contingency plan for resource mobilisation of equipment requirements in readiness for Phase Two and above to be developed.</td>
<td></td>
</tr>
</tbody>
</table>

Documentation

<table>
<thead>
<tr>
<th>Country Offices</th>
<th>Offices Outside Capital</th>
<th>Vehicles</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Same as ‘No Phase’.</td>
<td>• Same as ‘No Phase’.</td>
<td>• Same as ‘No Phase’.</td>
<td>• All staff to prepare individual ‘emergency bags’.</td>
</tr>
<tr>
<td>• Country-specific travel clearance procedures in effect, in accordance with Field Security Handbook (FSH).</td>
<td>• Area and Country-specific travel clearance procedures in effect, in accordance with FSH.</td>
<td></td>
<td>• FSCO provided with additional equipment appropriate to conditions.</td>
</tr>
</tbody>
</table>

---

69 “Emergency Bag” is a 15 kilogram (maximum) bag designed to be ready for rapid relocation or evacuation. Contains identification and essential items only.
## TELECOMMUNICATIONS

<table>
<thead>
<tr>
<th>Country Offices</th>
<th>Offices Outside Capital</th>
<th>Vehicles, Staff and Procedures</th>
<th>General Requirement</th>
</tr>
</thead>
</table>
| • Same as ‘No Phase’ and Phase I requirements.  
• Operate **common-system**, 24/7 security radio room.  
• Mobile satellite telephone provided to DO, Agency Heads, FSCO and other key individuals. | • Same as ‘No Phase’ and Phase I requirements.  
• Operate **common-system**, 24/7 security radio room.  
• Mobile satellite telephone available for ASC. | • All Phase Three 'essential staff' identified, and provided with VHF/UHF radios. | • Same as ‘No Phase’ and Phase I requirements.  
• Initiate resource contingency plan as appropriate for move to Phase 3.  
• A **common-system** radio technician employed. |

## SECURITY PLAN

<table>
<thead>
<tr>
<th>Country Offices</th>
<th>Offices Outside Capital</th>
<th>Vehicles, Staff and Procedures</th>
<th>General Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Same as ‘No Phase’ and Phase I requirements.</td>
<td>Same as ‘No Phase’ and Phase I requirements.</td>
<td>Same as ‘No Phase’ and Phase I requirements.</td>
<td>Same as ‘No Phase’ and Phase I requirements.</td>
</tr>
</tbody>
</table>

## EQUIPMENT

<table>
<thead>
<tr>
<th>Country Offices</th>
<th>Offices Outside Capital</th>
<th>Vehicles</th>
<th>Staff</th>
</tr>
</thead>
</table>
| • Same as ‘No Phase’ and Phase I requirements.  
• Plan developed for the procurement and deployment of Phase 3 MOSS telecommunications and equipment requirements. | Same as ‘No Phase’ and Phase I requirements. | Same as ‘No Phase’ and Phase I requirements. | Same as ‘No Phase’ and Phase I requirements. |
**PHASE THREE**
**TELECOMMUNICATIONS**

<table>
<thead>
<tr>
<th>Country Offices</th>
<th>Offices Outside Capital</th>
<th>Vehicles</th>
<th>Staff</th>
<th>Procedures/Requirement</th>
</tr>
</thead>
</table>
| • Same requirements for ‘No Phase’, Phase I and II.  
• Operate Crisis Coordination Centre as required. | • Same requirements for ‘No Phase’, Phase I & II.  
• Operate Crisis Coordination Centre as required. | • All vehicles to be equipped with VHF and/or HF radios.  
• Satellite telephones provided for ‘field vehicles’ as appropriate. | • Same requirements for ‘No Phase’, Phase I and II.  
• All international and selected national staff provided with VHF/UHF handheld radios.  
• All drivers provided with VHF/UHF handheld radios. | Same requirements for ‘No Phase’, Phase I and II. |

**SECURITY PLAN**

<table>
<thead>
<tr>
<th>Country Offices</th>
<th>Offices Outside Capital</th>
<th>Vehicles</th>
<th>Staff</th>
<th>Procedures/Requirement</th>
</tr>
</thead>
</table>
| • Same requirements for ‘No Phase’, Phase I and II.  
• SMT to meet every week. | • Same requirements for ‘No Phase’, Phase I and II.  
• ASC to form local SMT and meet weekly. | Same requirements for ‘No Phase’, Phase I and II. | • Same requirements for ‘No Phase’, Phase I and II.  
• Ongoing country-specific, countrywide, staff security training scheduled.  
• Specialised training identified and initiated (e.g. body armour usage; Mine Risk Education, etc). |
### PHASE THREE

**EQUIPMENT**

<table>
<thead>
<tr>
<th>Country Offices</th>
<th>Offices Outside Capital</th>
<th>Vehicles</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Same requirements for 'No Phase', Phase I and II.</td>
<td>• Same requirements for 'No Phase', Phase I and II.</td>
<td>• Same requirements for 'No Phase', Phase I and II.</td>
<td>• Same requirements for 'No Phase', Phase I and II.</td>
</tr>
<tr>
<td>• GPS located at each Country Office.</td>
<td>• GPS located with ASC.</td>
<td>• 'Field Vehicles 'to be utilised for all missions.</td>
<td>• Training provided to relevant staff on:</td>
</tr>
<tr>
<td>• <strong>Emergency power supply</strong> to all UN Agency offices.</td>
<td>• <strong>Emergency power supply</strong> to all UN Agency offices.</td>
<td>• Protective equipment to be obtained and fitted as appropriate.</td>
<td>• GPS system.</td>
</tr>
<tr>
<td>• Emergency fuel and spare parts for <strong>emergency power supply</strong> obtained.</td>
<td>• Emergency fuel and spare parts for <strong>emergency power supply</strong> obtained.</td>
<td></td>
<td>• Medical trauma kit.</td>
</tr>
<tr>
<td>• Emergency food stocks for Concentration Points obtained and managed.</td>
<td>• Protective equipment and facilities provided as appropriate (see Annex A).</td>
<td></td>
<td>• Protective equipment and facilities provided as appropriate (see Annex A).</td>
</tr>
<tr>
<td>• Medical Trauma kit obtained.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Protective equipment and facilities provided as appropriate (see Annex A).</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

70 As per requirements of the Field Security Handbook (FSH).
71 Minimum of one per common-system.
PHASE FOUR

NO CHANGE FROM PHASE THREE

PHASE FIVE

SPECIAL SECURITY CLEARANCE PROCEDURES AND RESOURCE REQUIREMENTS AS DIRECTED BY UNSECOORD
PROTECTIVE EQUIPMENT AND FACILITIES - ANNEX A

1. For those countries exposed to threats from active conflict or war, including explosive attack, artillery/mortar fire, aerial bombardment, heavy-machine gunfire, ambush attack or landmines and UXOs, protective equipment and facilities may be appropriate in the development of a country specific, baseline MOSS (see tables below).

2. Construction, procurement and/or deployment of any of the below protective equipment/facilities is to be recommended by a ‘competent authority’ after the completion of a Threat Assessment (endorsed by the SMT), and endorsed by UNSECOORD.

3. A ‘Competent Authority’ in respect to Threat Assessment for UN organisations are considered to be; UNSECOORD SCO, FSCO, UN Agency Security Officer, DPKO CSOs or other consultant or authority approved by UNSECOORD.

4. Training is required for all protective equipment and facilities. For example, for body armour it must include: fitting and donning, protection levels, care and maintenance, vehicle carriage and authority to wear/discard.

5. NBC – Security Directive # 5 provides policy on NBC issues. (Not a MOSS requirement)
## PROTECTIVE EQUIPMENT AND FACILITIES - ANNEX A

### BODY ARMOUR

<table>
<thead>
<tr>
<th>Country Offices</th>
<th>Sub Offices</th>
<th>Vehicles</th>
<th>Staff</th>
<th>Procedures</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOPs relating to body armour. Management plan for secure storage, maintenance and care for all body armour</td>
<td>SOPs relating to body armour. Management plan for secure storage, maintenance and care for all body armour</td>
<td>Body Armour carried inside the vehicle as per SOP’s</td>
<td>Training provided to all staff expected to utilise equipment</td>
<td>Threat assessment document written by ‘competent authority’</td>
</tr>
</tbody>
</table>

### BLAST PROTECTIVE FILM

<table>
<thead>
<tr>
<th>Country Offices</th>
<th>Sub Offices</th>
<th>Vehicles</th>
<th>Staff</th>
<th>Procedures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fitted as per SOPs.</td>
<td>Fitted as per SOPs.</td>
<td>May be used on ‘mission vehicles’.</td>
<td>Training provided to all staff expected to utilise equipment</td>
<td>Threat assessment document written by ‘competent authority’</td>
</tr>
</tbody>
</table>

### BALLISTIC BLANKETS

<table>
<thead>
<tr>
<th>Country offices</th>
<th>Sub Offices</th>
<th>Vehicles</th>
<th>Staff</th>
<th>Procedures</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOPs relating to ballistic blankets. Management plan for maintenance and care for all ballistic blankets</td>
<td>SOPs relating to ballistic blankets. Management plan for maintenance and care for all ballistic blankets</td>
<td>Those ‘field vehicles’ expected to operate in the affected areas may be fitted with ballistic blankets.</td>
<td>Training provided to all staff expected to utilise equipment</td>
<td>Threat assessment document written by ‘competent authority’</td>
</tr>
</tbody>
</table>

### BUNKERS AND REINFORCED ROOMS

<table>
<thead>
<tr>
<th>Country Offices</th>
<th>Sub Offices</th>
<th>Vehicles</th>
<th>Staff</th>
<th>Procedures</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOPs relating to bunkers. Management plan for construction, maintenance and care for all bunkers and reinforced rooms.</td>
<td>SOPs relating to bunkers. Management plan for construction, maintenance and care for all bunkers and reinforced rooms.</td>
<td>Training provided to all staff expected to utilise the bunker or reinforced room.</td>
<td>Threat assessment document written by ‘competent authority’</td>
<td></td>
</tr>
</tbody>
</table>
Annex 2 - Sample Documents and Templates
SUGGESTED PRINCIPLES FOR INTEGRATION OF BILATERAL DIRECT SUPPORT WITH UN SUPPORTED MINE ACTION PROGRAMMES

1. Mine action in country XXX is coordinated by [either] National Mine Action Programme (supported by the United Nations) [or] UN Mine Action Coordination Centre [or other title]. The contractor agrees to operate within the framework of the Mine Action Programme coordinated by the Government/UN entity.

2. Contractor will operate according to the applicable International Mine Action Standards, and/or national technical standards and guidelines, as appropriate.

3. The Contractor will be (a) tasked directly by the Government/UN coordinating entity or (b) tasked by the bilateral donor with activities/areas determined in coordination with the Government/UN coordinating entity.

4. The Contractor will provide the Government/UN coordinating entity with such full and comprehensive reports as may be requested. Data will be transmitted in a standard format provided by the Government/UN coordinating entity, which will become the owner of the information and determine its further circulation.

5. The Contractor will submit for approval an appropriate SOP to the Government/UN coordinating entity, including both technical and administrative areas.

6. The minimum insurance requirements are as follows: $$$ (third party liability, health and death benefits).

7. The Contractor will employ local staff according to the salary and employment conditions established by the Government/UN coordinating entity, and will seek to develop local capacity within the context of its normal daily activities.

8. The Contractor will operate in country XXX, subject to the accreditation extended by the Government/UN coordinating entity.

9. The Contractor will subject itself to the external quality assurance and certification of work completed by the Government/UN coordinating entity, and will provide or facilitate the logistics and information required for such QA and certification.

10. The Contractor will attend any weekly or monthly coordination meetings called by the Government/UN coordinating entity, and take part in technical and other working groups in which it may reasonably be requested to participate.

It is also important to consider that providing coordination for inputs provided on a bilateral basis implies costs to the Government/UN entity, both in direct coordination activities and quality assurance. Donors funding demining operators on a bilateral basis are encouraged to provide funding as well for the core functions of the Government/UN entity.
COUNTRY PROFILE

HISTORY
Background on the country and its formation (reasons for present conflict and/or existence of mine contamination)

LANDMINES
Scope of Problem:

- Humanitarian and socio-economic impact
- Type of mines and UXO (manufacturer and description)
- Quantity (number deployed and stockpiled)
- Location (where planted, date commenced and by which group/s)
- Casualties (number killed or injured - any statistical data)
- Victims (refugees, displaced peoples and any statistics)

Country Response:

- National office for de-mining (names and contact details, if exists)
- Resources available (manpower, material, finance)
- Coordinating mechanisms (what and how to contact)

Existing Mine Action Activities (you need to know who is doing what, where, how and points of contact):

- Mine Clearance
- Mine Risk Education
- Victim Assistance
- Stockpile reduction
- Advocacy

PEOPLE
Population (rural and urban)
Ethnic groups (type, size and relevant influence)
Languages (home, national and understanding of major international language)
Religion
Culture (dress code, public behaviour and manners)

GEOGRAPHY
Total land area
Urban settlements (capital and major towns)
Terrain (mountainous, jungle, savannah, etc.)
Climate (seasons and weather extremes)
Time zone/s
Neighbouring countries (alliances, trade agreements, relationships)
Maps (obtain any digital or paper maps available)
**POLITICAL**
Type of government (democratic? autocratic? military?)
Administrative divisions (provinces, states and local governments)
Public holidays

**MILITARY**
Focal point for mine warfare (name and contact details)
Branches of service and size (army, navy, air force, etc.)

**TRAVEL**
Enter points and carriers
Immigration requirements (visa, vaccinations, letter of attestation, etc.)
Driving (which side of the road, license requirements, insurance, etc.)
Hotel accommodation and standards

**ECONOMY**
Industries (manufacturing, plants, etc.)
Agricultural (crop types, location and quantity)
Economic indicators (GDP, inflation, defence expenditure)
Currency (type and foreign exchange laws)
Banks (availability and reliability)

**TELECOMMUNICATIONS**
Telephone and fax (regulations and availability)
Internet (providers and reliability)
Cellular phones (area coverage and fees)
Radio networks (HF or VHF, what are existent and legal requirements?)

**LOGISTICS**
Road (access routes to mine sites. surface type and condition)
Air (major airports, heliports, location, national carriers and frequency of service)
Sea (ports, capacity and infrastructure)
Rail (destinations and frequency)
Customs (official requirements, average delays, taxes and duties)

**SECURITY**
Personal (general conditions)
National (constraints on movement, travel passes and no-go areas)
United Nations (UNSECOORD\textsuperscript{72} advisories
MOSS updates and requirements

**UNITED NATIONS**
Name and contact details of:
- UN Humanitarian Coordinator and staff (if present);
- UN Resident Coordinator and staff
- UNDP Resident Representative and staff;
- UNOPS Project Coordinator

\textsuperscript{72} United Nations Security Coordinator

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The most important sources will be the UN offices in the country. Ask for their assistance in pooling all available information.
• UNICEF Representative and programme staff (Mine Risk Education);
• WHO Representative and staff;
• WFP Director of Operations and staff;
• UNHCR Representative and refugee coordinator;
• WORLD BANK Representative and staff.

**INTERNATIONAL AND NATIONAL ORGANIZATIONS**

Name and contact details\(^\text{73}\) of:

• Regional Organizations (EU, OAS, NATO, etc.)
• Embassies and consulates (relevant to mine action or interested in this particular country)
• ICRC Head of Mission.
• Major international NGOs involved with mine action
• National NGOs, at least the national Red Cross Society;
• National Mine Action Agency;
• Donors (present in country or interested)

\(^{73}\) Contact details for the main UN Agencies involved in mine action can be found in Annex 2
RAPID RESPONSE PLAN

UN Mine Action Operational Framework For Rapid Response

Summary

INTRODUCTION

1. This Operational Framework for Rapid Response, or Rapid Response Plan, (RRP) has been prepared in order to facilitate the rapid deployment of appropriate mine action assets when required as part of emergency humanitarian or peacekeeping operations. The development of the framework is required as part of the United Nations Mine Action Strategy 2001-2005 (Objective 2.1).

2. The framework consists of three parts:
   a. A Policy Framework,
   b. An Operational Manual, and
   c. Standby Arrangements (SBA) for the optional operational requirements.

The Policy Framework

3. This document describes the overall framework in which the RRP will be used. It describes the rationale for the framework, the process through which it may be initiated, and the various components. This Policy Framework was presented to the Inter-Agency Coordination Group for Mine Action on 6 December 2002, at the Principals level, and endorsed as a working document of the IACG.

The Operational Manual

4. The operational manual will be compiled from the lessons learned from previous and future deployments. It will include amongst other things: lists of equipment and supplies; procedures for establishing the fact-finding and coordination offices; including definition of priority activities for the first months; model documents and procedures for application of the International Mine Action Standards (IMAS), accreditation and quality assurance of operators, and the rosters of personnel on standby.

5. The operational manual will be subject to ongoing review on the basis of experience derived from each deployment and the requirement to continuously update arrangements with mine action partners.

Standby Arrangements (SBA)

6. SBA are the basis for rapidly negotiating specific contracts for the deployment of the optional operational components of the RRP and will be subject to periodic review.
UN Mine Action Operational Framework for Rapid Response

The Policy Framework

I. Introduction

A. Definition - What is a mine action emergency?

7. In general, a mine action emergency is defined as a situation where there are landmine and unexploded ordnance (UXO) hazards that will have significant implications for a humanitarian or peacekeeping operation and the needs for mine action exceed the capacity available within the mine-affected country. In many cases the movement of populations in a mine-affected country, whether they be internally displaced persons (IDP) or refugees will be a condition, which determines the existence of a mine action emergency. Emergencies may also arise in countries where there is an existing mine action programme or in countries where there is no mine action capability.

B. Rationale – Why a mine action Rapid Response Plan is required

8. When a mine action emergency occurs, a rapid response is often required. In Kosovo in 1999, refugees began streaming back to their homes, in spite of appeals from the UN High Commissioner for Refugees to do so in an orderly and planned manner. Many areas of Kosovo had been contaminated with mines and unexploded munitions since the refugees had left their homes. An immediate response was required, to provide mine risk education (MRE) to the returnees, and to mark and clear essential land as quickly as possible.

9. Within the United Nations, the United Nations Mine Action Service (UNMAS) is responsible for ensuring an “effective, proactive and coordinated response to landmine contamination” in both humanitarian emergency situations, and in support of peacekeeping operations. In Kosovo, UNMAS quickly deployed personnel and equipment, with the support of many partners. In this high-profile emergency, resources were made available unusually quickly. Even so, if a rapid response capability had been available, reaction time could have been shortened.

10. It is this experience, and subsequent events in Eritrea and South Lebanon, which have confirmed the need for a standing RRP. The requirement was recognized in the UN Mine Action Strategy 2001-2005 (Objective 2.1), and UNMAS was requested to coordinate the development of the framework by the end of 2002.
II. AIM

A. Aim – What the RRP will achieve

11. The aim of the RRP is to enable the rapid deployment of appropriate resources to humanitarian emergency situations, or as part of peacekeeping operations, in order to address immediate mine action priorities.

B. Measurements of Success

12. Success of the RRP can be measured by:

   a. Capabilities required will have been identified and resource mobilisation initiated,
   b. An appropriate coordination body will have been established, and
   c. Plans for meeting the urgent humanitarian or peacekeeping priorities, will have been formulated, and
   d. An operational response initiated.

III. INITIATION OF THE PLAN

A. Authority to deploy

13. The authority for the deployment of the components of the Plan will be derived from one of the following:

   a. A formal request from the Government of the mine-affected country,
   b. A request from the Special Representative of the Secretary-General,
   c. A request from the UN Resident or Humanitarian Coordinator, or
   d. A request from the UN Integrated Mission Task Force (IMTF) prior to the establishment of a peace operation.

14. Such requests will usually come after consultation among the UN Country Team in the mine-affected country. In particular, the Resident Coordinator/Humanitarian Coordinator and representatives of OCHA, UNHCR, WFP and UNICEF will have been consulted regarding the overall humanitarian environment, the situation of refugees and IDPs, and the particular needs of women, children or other vulnerable groups for Mine Risk Education (MRE). Wherever appropriate, the ICRC will also have been consulted.

15. As soon as the request is received by UNMAS, an emergency meeting of the IACG will be convened at the working level. If the Director of UNMAS decides that staff should be dispatched before such a meeting can be held, the Director will consult the representatives of UNDP and UNICEF before they depart.

16. On arrival in country, the RRP elements will work under the supervision of the senior UN official responsible for requesting their deployment. Terms of reference drafted for any deployed element will detail the exact relationship between UNMAS, the deployed elements and the requesting UN official.

IV. Implementation
A. Concept - What components make up the response and what effect will they achieve

17. The RRP incorporates two fixed components together with a number of optional operational components. The fixed components consist of a fact-finding element and a coordination element, which will deploy to emergency situations when required. The equipment and logistical support required in support of the coordination element will be provided through a standby agreement or contract with a logistics partner. Critical equipment\textsuperscript{74} for one deployment will be held by a logistics partner, with arrangements in place for the rapid purchase of equipment and funds available for a second deployment.

18. The optional operational components cover a variety of mine action activities, and will be available for deployment at short notice on an as required basis. SoW will be written for each of the components and proposals requested from mine action partners. Agreements will then be entered into with NGO and commercial mine action partners to ensure that each of the operational components is comprehensively covered.

19. The effect of the fixed components will be to ensure that relevant mine action information is gained and that as soon as possible a coordination element within the mine-affected country is established or reinforced, with appropriate personnel and equipment. Having the optional operational components on an effective standby mechanism will allow the coordination element to deploy mine action capabilities to meet an immediate priority or to cover an existing capability gap within the mine-affected country.

B. Participants and Partnerships in Rapid Response - The integrated approach

20. In most emergency situations independent planning will take place by all mine action partners. The ability to effectively respond to the needs of the population affected by mines is dependant on coherent action by government authorities, the UN, international organisations and NGOs. All participants can provide valuable information especially where they have established programmes. Both the fixed and optional components of the RRP rely on cooperation and joint planning with mine action partners, building on the capabilities of mine action organisations already in country and agreeing a response accordingly, as well as integrating individual plans to achieve an overall strategy. To ensure that these activities take place the following may need to be established:

\begin{itemize}
  \item a. A RRP working group within the Steering Committee for Mine Action (SCMA)\textsuperscript{75},
  \item b. RRP points of contact with mine action partners, and
  \item c. A method for sharing information with mine action partners in a timely manner.
\end{itemize}

21. Figure 1. outlines the model on which the coordinated approach will be integrated. This model highlights the independent planning that will take place by all mine action partners and the importance of integrating individual plans to achieve an overall strategy to meet the emergency requirements.

Fig –1: Integrated Coordination

\textsuperscript{74} Critical equipment is defined as equipment that cannot be purchased or obtained within the lead time prior to a deployment. Computer equipment will not be purchased until it is required.

\textsuperscript{75} The plan may also be reviewed in this forum after an emergency response.
C. Fixed Components – *Fixed: information gathering and coordination*

Emergencies may arise in countries with an established mine action programme or in places where no mine action programme/capacity exists. In such a situation the Resident Coordinator, in consultation with UNMAS, will nominate a lead UN agency for mine action. Rapid Response assets would be deployed in support of the existing programme and would be supervised by the senior UN official requesting their deployment. In this case the fixed assets, if required, would be deployed to re-enforce the capability of the existing programme to respond to the emergency situation.

In countries where there is no mine action programme the following fixed components may be required.

22. **Fact Finding Team (FFT).** In the early stages of an emergency, critical information requirements will be addressed through gaining information from mine action partners already involved in the emergency or by the deployment of an appropriately configured Fact Finding Team (FFT). The FFT will report to the Director of UNMAS, and should normally consist of three staff experienced in mine action operations. The team will gather information on the emergency situation to determine an appropriate UN response, as well as helping planners to decide on the configuration of the next deployable element, the coordination capacity. It will also provide the Coordination Team with information it requires for its own deployment. Staff for the FFT will normally be drawn from UNMAS, UNICEF and UNOPS. Guidelines and the terms of reference for the FFT are included at Annex A.
23. **Coordination Team (CT).** The UN will coordinate its mine action response through a CT. In cases where a national mine action authority and/or UN coordinating mechanism already exists, the Coordination Team will be designed to offer support and assistance to this authority, supplement the capacity of the existing team and will report to the senior UN official requesting its deployment. The deployment may take the form of personnel, equipment, or technical advice. However, in certain situations and at certain times it may be necessary and appropriate for the UN to assume some or all of the responsibilities, and to fulfil some or all of the functions, of a national mine action authority. In such cases, the Coordination Team will initially assume these responsibilities and carry out these functions.

24. The tasks of the Coordination Team may include:

   a. establish a functioning facility for the Coordination Team and the follow on organisation,
   b. establish liaison with government, local, political and military authorities as appropriate,
   c. initiate the following:
      i. an accreditation process, (if required)
      ii. population of a database with known mine information,
      iii. an operational priority setting mechanism,
      iv. implementation of SOPs based on the IMAS,
      v. a national standards framework,
   d. coordination with capabilities in country to reduce the risk of mine/UXO incidents,
   e. establish a functioning coordination mechanism (such as coordination meetings, communications etc),
   f. prepare work plan for the immediate emergency phase,
   g. establishment of a basic communications network,
   h. production of project proposals,
   i. establishment of a coordinated MRE campaign, and
   j. establishment of a victims identification mechanism, determine information requirements of victim service providers and establish a victim referral mechanism in conjunction with the local authorities and service providers.

25. The Coordination Team will normally deploy as soon as possible after the FFT. Personnel will be on standby through a variety of mechanisms and normally recruited on standard conditions through UNOPS. Personnel for the Coordination Team will be recruited from NGOs, UNHQ, UN mine action programmes, the UNOPS consultant roster and national staff. The Coordination Team will be staffed according to the situation, but it would normally include the following appointments:

   a. Team Leader.⁷⁶

⁷⁶ All staff of the Coordination Team will normally be recruited through UNOPS, except the military liaison officer.

At least three UN staff are required to operate an imprest account.
A team member will be the focal point for Victim Assistance. A Victim Assistance Officer will be seconded to the Coordination Team to draft a Victim Assistance strategy if required.
b. Administration/Logistics/Finance Officer.
c. Programme Officer.
d. Operations Officer(s).
e. MRE Officer.
f. Mine Information Officer.
g. Military Liaison Officer.

26. In many cases, the most suitable candidate for a particular position may already be employed elsewhere. In order to maximise the opportunity for such people to be recruited, the CT will initially deploy for a set period of 90 days, thereby allowing sufficient time for more long-term recruitment to take place. After this 90 day period, the Coordination Team will be in a position to handover its responsibilities to a Mine Action Coordination Centre (MACC) or other coordination body.

27. The team will deploy with all the necessary equipment to allow it to function effectively, and will have the capacity to establish an information database based on the Information Management System for Mine Action (IMSMA) developed by the Geneva International Centre for Humanitarian Demining. It will be able to provide accreditation, if no other national mine action authority exists, and will establish liaison with any military force deployed. Guidelines and the terms of reference for the Coordination Team are included at Annex B.

D. Optional Operational Components

28. Depending on the situation, and as a result of information gained, it may be necessary to deploy, at short notice, mine action capabilities to attend to an assessed hazard. Each mine action situation requires a unique solution and an appropriate response will be determined. Operational components considered are:

- Emergency Survey,
- Mine Risk Education,
- EOD Teams,
- Manual/Explosives Detection Dog teams, and
- Mechanical equipment.

29. Emergency Survey. The ability to define the scope of the landmine and Unexploded Ordnance (UXO) hazard in a post-conflict situation is an essential element of any mine action programme. In the absence of any other information, an Emergency Survey can provide a vital tool with which the coordination body can commence planning and priority setting. In conjunction with existing geographical information, an Emergency Survey will provide the initial data for the information database, and will assist in determining the type and quantity of the assets required to address the problem. Therefore the data collected must be in a format appropriate for

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77 Liaison function from the Coordination Team to a peacekeeping or other military force.
78 Equipment required by the Coordination Team, will be transported from a logistics base, by air, to the emergency.
79 In the absence of a national mine authority with the capability to conduct accreditation, the CT will provide this capability.
80 In accordance with IMAS 7.30, accreditation of demining organisations.
81 Operational capabilities are likely to be required for about six months; longer term arrangements would be developed if required. These capabilities will require funding from outside the start-up funds utilised for an emergency, most likely through additional donor pledges.
entry into IMSMA and follow the guidelines being developed by the Survey Working Group. Where information on the threat does exist, this survey will confirm the veracity of the information and/or refine it. Technical Survey may also be required as part of the Emergency Survey. The Emergency Survey process may also provide the medium for MRE information to be disseminated in a timely, consistent and coordinated manner.

30. **Mine Risk Education.** In an emergency situation, the chief task of a MRE programme is to reach the maximum number of people at risk with basic safety messages in the shortest possible time. It will therefore concentrate initially more on providing information than on seeking to educate. This may occur as part of the Emergency Survey, or it may need to occur as a discrete activity and even in a separate location. In situations where MRE is required as a stand-alone activity, MRE teams will need to be deployed.

31. **EOD Teams.** In addition to the threat posed by landmines in post conflict situations, there will also usually be a threat from items of UXO. EOD teams will address the threat posed by a wide range of explosive hazards, including anti-personnel and anti-tank landmines, isolated items of UXO, Improvised Explosive Devices (IEDs) and larger areas of land contaminated by area weapons such as cluster munitions.

32. **Manual/ Explosives Detection Dog Teams.** In many post-conflict situations there will be an urgent demand for large areas of land to be confirmed as free from explosive hazards. High-priority activities such as refugee repatriation, the return of IDPs, or the establishment of military demobilisation areas, can drive this demand. Explosives Detection Dogs (EDD) are particularly effective at confirming that an area is free from mines or other explosive hazards, as well as being well suited to quality assurance tasks.

33. **Mechanical Equipment.** As with EDD, mechanical equipment provides the ability to assist in the verification of land as mine free, as well as in area reduction, quality assurance, and some clearance tasks. Mechanical equipment also provides a vegetation clearance capability. Mechanical equipment is best used as part of a combined approach. To deploy this equipment quickly, it must be air portable and suitable for local conditions (eg, spare parts, service facilities, road and bridge infrastructure, ground transportability).

34. **Contractual Arrangements.** NGOs and commercial companies will be requested to provide proposals in response to Statements of Work (SoW) to be issued by UNOPS for the optional operational capabilities and logistics provider, as well as for candidates to staff the Coordination Team. The proposals will be evaluated, considering both technical and financial issues, and two year standby agreements would be signed between UNOPS and one or two mine action partners for each of the optional capabilities. UNOPS and the respective partner will then sign specific contracts at such time as the optional capabilities are actually required. Having these arrangements established prior to an emergency will allow for the implementation of operational capabilities within thirty days and a fully supported Coordination Team able to conduct its tasks, appropriately staffed and equipped.

E. **Support Requirements - Threat monitoring, planning, information management and responsibilities**

35. **Threat Monitoring.** A critical element in the ability to respond effectively to emergency situations is the ability to forecast when such a response will be necessary. As
mines and UXO are a product of armed conflict, mine action emergencies often become evident well before the cessation of hostilities. Accurate threat monitoring will result in the ability to assess the existing capacities and therefore enhance the ability to deploy a timely and appropriate rapid response.

36. In 1995 the Framework For Coordination was created to coordinate planning and operational activities among the humanitarian, peacekeeping and political sectors of the Secretariat in regards to peacekeeping missions. This has evolved to act as a mechanism for early warning and preventive action among 20 UN participating departments, programmes, offices and agencies. The “Framework Team” is composed of senior managers from each of the participating organisations and helps facilitate bringing other UN entities into a joint review and analysis process. UNMAS represents the mine action perspective and within the Framework Team will provide advice on an appropriate mine action response.

37. UN Mine Action Planning. The mounting of a mine action deployment to a humanitarian or peacekeeping emergency situation is a complex undertaking. There are an increasing number of departments, programmes, offices and agencies with an interest in such a deployment, and ensuring that the interests of all such entities are represented at the planning stage of a deployment is important. The issues involved are numerous. Political considerations, resource mobilisation, the legal framework/mandate, personnel identification and recruitment, logistics and administrative/finance issues all have to be taken into account in the planning process.

38. This planning process should be integrated into the wider inter-agency plan for the emergency, specifically the Integrated Mission Task Forces (IMTF). These task forces will provide the UN with the ability to bring together those responsible for political analysis, military operations, mine action, civilian police, electoral assistance, human rights, development, humanitarian assistance, refugees and displaced persons, public information, logistics, finance and recruitment. The mine action component of the IMTF will provide input, where appropriate.

39. The focus of any mine action planning should be on developing a timely, flexible, operationally feasible and integrated plan, which provides a high probability of success. This is best achieved through the use of a deliberate planning process designed to incorporate all the relevant mine action partners and the UN Country Team into the process and by participating in contingency planning. Deliberate planning for a mine action response should be initiated prior to any FFT being deployed and continue throughout until the Coordination Team is operational. Outputs of the deliberate planning process should include a detailed Terms of References (TOR) for the FFT and Coordination Team, situational analysis (including GIS products) and a coordinated UN broad course of action.

F. Information Management

40. One of the most important issues to address in a mine action-related emergency is that of information management. Receiving, processing, analysing, prioritising and disseminating the profusion of information that such an emergency generates is critical to the success of a mission. For mine action information management the UN and all major mine action NGOs use the Information Management System for Mine Action (IMSMA) as a standard database and GIS system for mapping information. IMSMA will therefore
be utilised as part of this RRP in support of new deployments, both by the FFT and the Coordination Team. The relevant hardware and software will be purchased and configured for each scenario immediately prior to any deployment. This will ensure that the appropriate language, keyboard and other country-specific information are used.

G. Responsibilities

41. **UNMAS.** The United Nations Mine Action Service has overall responsibility for the development, implementation and coordination of the RRP. It has the following specific responsibilities:

   a. Conduct resource mobilisation for all aspects of the RRP and provide a donor brief and update.
   b. Advise UNOPS of specific requirements for mobilisation of optional operational capabilities.
   c. In cooperation with UNOPS, facilitate the review of organisations contracted.
   d. Select personnel for the FFT and Coordination Team in conjunction with UNICEF/UNOPS and provide training for the implementation of the RRP.
   e. Provide mine action input to the IMTF as required.
   f. As part of the Framework for Coordination, provide mine action input via the Framework Team.
   g. Coordinate mine action planning activities, including the provision of threat monitoring to mine action partners, at UN headquarters in response to humanitarian emergencies or in support of peacekeeping operations.
   h. Deploy, support, and provide, as a minimum, the team leader for the FFT.
   i. Determine, in conjunction with UNOPS, equipment requirements for the FFT and Coordination Team.
   j. Promote and provide guidance on IMAS as the foundation for establishing mine action programmes.

42. **UNICEF.** The United Nations Children’s Fund, as lead agency for MRE, is responsible for the following:

   a. Providing a member to the FFT.
   b. Participating in the mine action planning process including contingency planning.
   c. Assisting in the population of the database of personnel deployable as part of the Coordination Team.
   d. Provide input into the overall MRE strategy.
   e. Provide input into the overall victim assistance strategy.

43. **UNOPS.** The United Nations Office for Project Services is responsible for the following:

   a. Establishing contracts or other appropriate arrangements with various NGO, governmental and commercial mine action partners for the optional operational capabilities.
   b. Establishing an agreement for the logistics provider.
   c. Conducting periodic reviews of service providers contracted.
   d. Contracting those personnel from outside the UN system for the
Coordination Team.
e. Providing a member to the FFT.
f. Purchase equipment required by the FFT.
g. Arranging rapid purchase mechanisms for those items of equipment not held by the logistics provider for the CT.
h. Participating in the mine action planning process.

44. **UNDP**. The United Nations Development Programme is responsible for the following:

a. In negotiation with UNMAS, assisting in the provision of in-country support and liaison if there is a resident UNDP country office.
b. Coordinate deployment of Rapid response assets in countries where UNDP is the lead agency for mine action
c. Review CVs of Rapid Response staff and advise UNMAS and UNOPS on requirements of Rapid response fixed and optional assets, for countries where UNDP is the lead agency for mine action
d. Initiating, if appropriate, planning for longer-term capacity building activities.
e. Participating in the mine action planning process including contingency planning.
f. Assisting in the population of a database of personnel deployable as part of the Coordination Team.

45. **DPKO/OMS**. The Office of Mission Support, is responsible for the following:

a. Dispatching mine action equipment to a peacekeeping deployment. 
82 b. Providing appropriate support to the FFT and Coordination Team when part of a peacekeeping operation.

46. **OCHA**. The Office for Coordination of Humanitarian Affairs, is responsible for the following:

a. Providing in country support and liaison if there is a resident Humanitarian Coordinator.
b. Participating in the mine action planning process including contingency planning.

47. **WFP**. The World Food Programme, apart from its primary humanitarian responsibilities has entered into a SBA with the Swiss Foundation for Mine Action (FSD). This important relationship provides WFP with mine action support for the preparation and conduct of its mission. WFP is responsible for:

a. Provide appropriate support to the FFT and Coordination Team.
b. Mobilising its standby partner for planning, training, survey, Explosive Ordnance Disposal (EOD) and mine clearance activities.
c. Ongoing coordination of its mine action activities through UNMAS and the FFT/CT as appropriate.

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82 This equipment should be identified as part of the strategic deployment stock held by DPKO in the UN Logistics Base, Brindisi.
d. Participating in the mine action planning process including contingency planning.

V. Administration and Finance

48. Logistics. The equipment required in support of the FFT will be held at UNMAS and signed out from the UNMAS RRP focal point in the event that a fact finding mission is required. This equipment will not be available for non-emergency deployments. The table of equipment for the FFT is attached at Annex A.

49. Critical equipment to be deployed in support of the Coordination Team will be held by a logistics provider. SoW will be prepared for a logistics provider who will also be required to provide accommodation, vehicles support and medical support. Other equipment, such as computer equipment, will be purchased just prior to a deployment. This is to ensure that it is not obsolete, and that it is appropriate for the location to which it is to be deployed. The table of equipment for the Coordination Team is attached at Annex B. Equipment that is deployed as part of the RRP will either be handed over to the follow on capability or returned to the logistics provider for the next deployment.

50. There will be equipment or funds available for the deployment of a second response (FFT and Coordination Team).

51. Funding. The RRP will be funded via contributions to the Voluntary Trust Fund (VTF) for Assistance in Mine Action. Funding for fielding the first and second FFT and Coordination Team will be provided from earmarked resources in the VTF. These funds will need to be replenished during deployment of the first response. Funding for the operational capabilities will not normally be available from existing funds in the VTF and will therefore be sought from the donor community. A donor meeting will be convened, by UNMAS, or UNMAS and UNDP for countries where UNDP is the lead agency for mine action, at the earliest opportunity for each specific emergency in order to mobilise the resources necessary for these capabilities. When the Coordination Team is deployed as part of a peacekeeping operation, the Assessed Budget may meet some or all of the costs.

IACG
February 2003

Annexes:

A. Guidelines and Terms of Reference, FFT.
B. Guidelines and Terms of Reference, CT.
ANNEX A TO
UN MINE ACTION RRP
DATED NOVEMBER 2002

GUIDELINES AND TERMS OF REFERENCE
FOR A FACT FINDING TEAM (FFT)

A. GUIDELINES
(Additional information will need to be included once details of the specific deployment and emergency are known).

COMPOSITION OF TEAM
1. The FFT will be organised and mounted by UNMAS. It will normally consist of up to three personnel experienced in the following fields, one of whom will be designated team leader:
   a. Mine clearance operations,
   b. Mine Risk Education, and
   c. Administration, logistics, and finance.

AIM
2. To gather critical information, including supporting materials as appropriate, in order to enable detailed mine action planning to occur.

OBJECTIVES AND TASKS
3. The FFT will report on aspects of mine action to the extent possible in the time available. Information shall include detail on the mine/UXO threat, existing mine action capacities, the operating environment, administrative, logistics and finance issues. The FFT will deploy for 7-14 days. Detailed information requirements and the format for the terms of reference are included below.

ADMINISTRATIVE ARRANGEMENTS
4. UN agency offices in the mission area should be contacted prior to the FFT mission and arrangements made via the office of the senior UN official requesting the deployment. Administrative arrangements that should be in place prior to the mission include:
a. Contacts and arrangements for planned meetings with local authorities, agencies and other parties involved.
b. FFT Mission timetable and itinerary.
c. Transportation issues, including vehicle rental, fuel, maintenance and spares.
d. Internal and external communications.
e. Local maps.
f. Guides and interpreters.
g. Requisite clearances for internal travel.
h. Security escorts.
i. Accommodation.
j. Medical preparations and vaccinations.

FFT MISSION REPORT

5. All relevant information should be communicated back to UN Headquarters to allow coordinated planning to occur. Communications equipment, including satellite communications capable of data transmission will be provided to the team. The final report shall be completed within 48 hours of the completion of the mission.

B. FACT FINDING TEAM (FFT) TERMS OF REFERENCE

BACKGROUND

1. Information should be provided to the FFT prior to departure including background of the mine-affected country, scope of the landmine problem (if known), any information from NGOs and UN partners on their plans for the emergency and any GIS products available.

OBJECTIVES AND TASKS

2. Based on the planning conducted at HQ level the following is a list of information requirements:

   Existing Mine Action Capacity. Report on the following existing capacity issues:
   
   a. The national mine action structure.
b. The physical resources available for mine action, including personnel.
c. UN involvement by agency and function.
d. International or national mine action NGOs operating in theatre.
e. Commercial organisations operating in theatre.
f. Existing databases/information management systems used.
g. Feasibility of partnership with existing organisations.
Mine Action Operations. Report on the following operational issues:

a. Location of areas known or suspected to be contaminated.
b. Any mine/bomb records available.
c. The type of mines/UXO used (to the extent possible).
d. The mine laying techniques and doctrine used.
e. The mine marking systems / methods used.
f. Soil type in contaminated areas (to the extent possible).
g. Contaminated areas suitable for the use of mine detection dogs.
h. Contaminated areas suitable for the use of mechanical equipment.
i. MRE capacity available.
j. Key audience for MRE.

Victim Assistance. Report on the following components of services for victims:

a. Emergency medical care.
b. Continuing medical care.
c. Physical rehabilitation, prostheses and assistive devices.
d. Psychological and social support.
e. Employment opportunities and economic integration.
f. Capacity building and sustainability.
g. Legislation and public awareness.
h. Access.
i. Data collection, including the number of recent victims.

Physical Environment. Report on the following physical environment issues as they relate to future mine action operations:

a. Terrain.
b. Weather (temperatures, rainfall, seasons, wind).
c. Transportation infrastructure (roads, rail, air, water).
d. Health hazards (disease, flora, fauna, heat).
e. Security situation (personnel, equipment).

Administration, Logistics and Finance. Report on the following admin, logistics and finance issues:

a. Availability, suitability, location, and cost of working accommodation.
b. Availability, suitability, location, and cost of living accommodation.
c. Availability and cost of vehicles (purchase and rental).
d. Availability and cost of food and potable water.
e. Availability and cost of utilities (telephone, electricity, water, internet).
f. Human resources available and typical costs.
g. Availability and cost of fuel, oil and lubricants.
h. Availability, suitability and cost of medical facilities.
i. Points of entry, capacities and costs.
j. Customs issues (import duty, procedures etc.)
k. Availability and suitability of banking facilities.
l. Currency and foreign exchange information.
m. Suitability of local communication infrastructure (telephone, VHF, HF, cellular coverage).

Other. Report on any other issues relevant to future mine action operations, including:

a. Cultural issues.
b. Integration with peacekeeping or military mission.
c. Likely operational tasks based upon current or future activities involving UN (refugee or IDP movement, food distribution etc.)
d. Contact information of all relevant personnel encountered on mission.
e. Any other issues.

CONCLUSION AND RECOMMENDATIONS

3. Based on information gained the FFT should endeavour to offer at least two courses of action and provide recommendations on the best course of action.
A. GUIDELINES

1. The CT will be organised and mounted by UNMAS in conjunction with UNICEF and UNOPS. It will normally deploy for a period of 60 or 90 days, and include the following appointments:
   a. Team Leader.
   b. Administration/Logistics/Finance Officer.
   c. Programme Officer.
   d. Operations Officer(s).
   e. MRE Officer.
   f. Mine Information Officer.
   g. Military Liaison Officer.

OBJECTIVES AND TASKS

2. The CTs primary task is one of coordination. It has a finite lifespan, 60/90 days, after which, a more permanent organisation will normally assume its role. The CT should therefore be configured to fulfill the role of a MACC from the outset.

3. In cases where a national mine action authority already exists, the CT will provide support and assistance as appropriate. However, in certain situations and at certain times it may be necessary and appropriate for the UN to assume some or all of the responsibilities, and to fulfil some or all of the functions, of a national mine action authority. Guidelines for tasks that the CT could undertake in either situation are below.

Equipment

4. The situation will dictate precisely what equipment will be required in theatre, as existing facilities and access to resources differ in each location. The CT has equipment at its disposal, which will address all of its immediate requirements in any given country. This equipment will be based at a logistic providers depot. This equipment will be deployed at very short notice to the nearest point of entry. The Table of Equipment is below.
### B. COORDINATION TEAM TERMS OF REFERENCE

#### COMPARISON OF TASKS:
CT PERFORMS THE DUTY OF A NATIONAL MINE ACTION AUTHORITY AND CT PROVIDES SUPPORT TO A NATIONAL MINE ACTION AUTHORITY

<table>
<thead>
<tr>
<th>CT Tasks when the UN assumes responsibility as the national mine action authority</th>
<th>CT Tasks in support of a National Mine Action Authority/existing coordination agency</th>
</tr>
</thead>
</table>
| 1. Establish a functioning facility for the coordination body and the follow on organisation,  
2. Coordination with capabilities in country to risk mitigate mine/UXO incidents,  
3. Establishing a functioning coordination mechanism (such as coordination meetings, communications etc),  
4. Population of a database with known mine information,  
5. Establish and implement an accreditation mechanism.  
6. Implementation of an operational tasking mechanism,  
7. A completed work plan for the immediate emergency phase,  
8. Establishment of a basic communications network,  
9. Production of project proposals,  
10. Implementation of a standard SOP,  
11 Completion of a national standards framework,  
12. Establishment of a coordinated mine risk education campaign, and  
13. Establishment of a victims identification mechanism, determine information requirements of victim service providers and establish a victim referral mechanism in conjunction with the local authorities and service providers. | 1. Establish a functioning facility for the coordination body and the follow on organisation  
2. Provide support to capabilities in country to risk mitigate mine/UXO incidents,  
3. Provide support to the functioning coordination mechanisms,  
4. Assist in populating the existing database,  
5. Assist in the establishment of an accreditation mechanism,  
6. Provide support to the operational tasking mechanism,  
7. Assist in drafting a work plan for the immediate emergency phase,  
8. Provide support to the existing communications network,  
9. Assist in the production of project proposals,  
10. Assist in implementing a standard SOP,  
11. Assist in drafting national standards,  
12. Support the existing mine risk education campaign, and  
13. Assist in the establishment of a victims identification mechanism, determine information requirements of victim service providers and establish a victim referral mechanism in conjunction with the local authorities and service providers. |
NOTE VERBALE

DPKO/

The Under-Secretary-General for Peacekeeping Operations of the United Nations presents his compliments to the Permanent Representative of the Permanent Mission of the XXX to the United Nations and has the honour to refer to a possible assessment mission to XXX.

Since XXX is affected by landmines and UXO's (unexploded ordnances), the Mine Action Service (MAS) Department of Peacekeeping Operations, as the focal point for all landmine related activities in the United Nations, is looking into the possibility of launching, in cooperation with other agencies, an assessment mission in order to estimate the gravity of the landmine contamination. This would enable MAS to suggest an appropriate response regarding mine clearance, Mine Risk Education, mine victims' rehabilitation and repatriation of refugees.

In light of the above, we would like to request the Government of the XXX for its agreement to receive an assessment mission team in the second half of XXXX this year. A formal acceptance will be much appreciated.

The Under-Secretary-General for Peacekeeping Operations takes this opportunity to express once again his appreciation to the Government of and to renew the assurances of his highest consideration.

xx/xxxx/xx
TERMS OF REFERENCE - ASSESSMENT MISSION

YEMEN

BACKGROUND
1. A significant number of landmines were laid in Yemen during the 1994 civil war. Although technical assistance has been provided by the United Nations' Department of Humanitarian Affairs from March 1995 to March 1996, the existing mine action capacities of the country are not commensurate to the scope of the landmine threat. With a view to strengthening their ability to address the problem, the Yemeni authorities have asked the UNDP for support. In response to this request, the United Nations have agreed to field an inter-agency and multidisciplinary assessment mission.

2. The conduct of the assessment mission is in line with Resolution 52/173 of the UN General Assembly, which emphasized the important role of the United Nations in the effective coordination of activities related to mine clearance, awareness and assistance, and which urged Member States, regional organizations, governmental and non-governmental organizations, and foundations to continue to extend full assistance and cooperation to the Secretary-General.

3. The conduct of the assessment mission is also in line with the UN policy on mine action as outlined in "Mine Action and Effective Coordination: the United Nations Policy".

OBJECTIVE OF THE MISSION

4. The objective of the assessment team will be to define the scope and nature of the landmine/UXO problem in Yemen, to identify constraints and opportunities relating to the development of mine action initiatives, and to make recommendations for a comprehensive response, including institutional arrangements for the coordination and implementation of mine action activities.

5. To achieve this overall objective, the assessment team will gather information on:
   - the scope of the landmine/UXO problem (location and number of mines/UXOs);
   - the implications of the landmine/UXO problem;
   - the in-country capacities available to deal with the landmine/UXO problem and the mine action activities already initiated;
   - the political and security situation and its potential impact on a mine-action programme.

6. The assessment team will produce a report to highlight its findings; present its recommendations regarding the feasibility, scope and institutional form of a potential mine action programme; and establish priorities to deal with both short-term emergency requirements and long-term capacity building requirements.
SCOPE OF THE MISSION
7. The assessment mission will look at the requirements associated with each component of a comprehensive and integrated mine action plan: Mine Risk Education; information gathering / surveying / mine marking; UXO/mine clearance; victim assistance and rehabilitation; training and quality management; capacity-building.
8. The assessment mission will focus on the contaminated areas of the country where the humanitarian impact of landmines and UXOs is the most serious and where the security/political situation allows assistance to be provided. It will conduct its mission with neutrality, impartiality and humanity as required to achieve the objectives assigned.
9. The mission will be led by the UN Mine Action Service (UNMAS) and will be conducted in cooperation with the UN Resident Coordinator in-country. It will consult with the local civilian and military authorities, with UN agencies (in particular UNDP, UNHCR, UNICEF, WFP and WHO), with NGOs and the Red Cross movement, and with diplomatic missions and representatives, as required. The assessment team will make sure that it does not duplicate existing studies where they exist, but rather that it builds upon the information already available.

DETAILED INFORMATION REQUIRED
10. Information on the scope of the landmine problem will include the following:
   - types of mines/UXOs used;
   - mine laying and mine marking techniques used;
   - areas known or suspected to be mined, records available;
   - statistical data (when applicable).
11. Information on the impact of the landmine problem will take into consideration the following (when applicable):
   - national reconciliation;
   - the repatriation of refugees;
   - the resettlement of IDPs;
   - the delivery of humanitarian aid;
   - settled populations (casualties);
   - reconstruction and socio-economic development;
   - health services.
12. Information on the local capacities available and the mine-action activities already initiated will include the following (when applicable):
   - local / national administrative structures;
   - information management initiatives and capacities;
   - mine-clearance initiatives and capacities (including surveying, marking and training)
13. Information on the political/security situation will include the following:
   - position of Yemen vis-à-vis the Ottawa Convention and the amended protocol II to the CCW Convention;
• commitment of the various parties involved to supporting mine action actively, and to desisting from producing, stockpiling, using, and transferring antipersonnel landmines. - position of the donor community;
• potential impact of the security situation on a mine-action programme;
• points of contact.

TIME FRAME
14. The assessment team will be in the field from 9 September 1998 to 17 September 1998.

15. A report detailing the mission's findings, conclusions and recommendations is to be submitted within three weeks after its return.
ECUADOR

I. Background Information

1. Nature and Structure of Government:

   Capital: Quito
   Type: Presidential Republic
   Independence: 24 May 1822 (from Spain)
   Administrative Regions: 21 provinces; Azuay, Bolivar, Canar, Carchi, Chimborazo, Cotopaxi, El Oro, Esmeraldas, Galapagos, Guayas, Imbabura, Loja, Los Rios, Manabi, Morona-Santiago, Napo, Pastaza, Pichincha, Sucumbios, Tungurahua, Zamora-Chinchipe
   Constitution: 10 August 1979
   Legal System: based on civil law system; has not accepted compulsory ICJ jurisdiction
   Executive Branch: Chief of state and Head of Government: President Jamil MAHUAD Witt (since 12 July 1998)
   Legislative Branch: The National Congress has 125 members elected for a five-year term, 105 members elected in two-or-multi-seat constituencies and 20 members elected at large by proportional representation. The Constitutional Assembly has 70 members elected in single-or-multi-seat constituencies with the task to enact a new constitution.
Languages: Spanish (official), Amerindian languages (especially Quechua)

Religion: Roman Catholic 95%

Population: 12,336,000 (July 1998 Est.); Amerindian 25%, mixed Amerindian-Spanish (mestizo) 65%, Spanish and others 7%, African 3%.

2. History of Ecuador

- Advanced indigenous cultures flourished in Ecuador long before the Inca Empire conquered the country in the 15th century. In 1534, the Spanish arrived and defeated the Inca armies, and Spanish colonists became the new elite.
- After independence forces defeated the royalist army in 1822, Ecuador joined Simon Bolivar's Republic of Gran Colombia, only to become a separate republic in 1830. The 19th Century was marked by instability, with a rapid succession of rulers.
- Ecuador claimed since its independence that it had legal rights over Peruvian territory north of the Amazon River. The Ecuadorian claim contradicts historical facts, legal documents dating from colonial times, and the uninterrupted effective Peruvian territorial possession in the area since 1821. After decades of dispute, negotiation, arbitration and agreements, an armed conflict broke out in 1941. Finally both parties agreed to a cease-fire and to start negotiations in Rio de Janeiro.
- The Rio protocol, signed on January 29, 1942, established the borders on the basis of the status quo line agreed by Peru and Ecuador in 1936, according to the effective territorial possession held by each country at the time. Argentina, Brazil, Chile and the United States also signed the protocol as guarantors. Both Peru and Ecuador placed boundary markers from 1942 to 1950 along 95% of the borderline. Ecuador suspended this demarcation process leaving unmarked 78 kilometres in the Cordillera del Condor. Peru has insisted since 1950 in completing the demarcation process in order to avoid further border incidents.
- Again, brief but fierce military incidents in the Peruvian-Ecuadorian border resumed in 1995, on January 26 when Ecuador attacked a Peruvian guard post located four kilometres from the borderline. The area of confrontation remained limited to the Cenepa river headwaters in the eastern slopes of the Cordillera del Condor (see attached map). On 31 January both countries agreed to a cease-fire and the cessation of all military activities, and agreed that observers from the four guarantor countries of the Rio protocol monitor the cease-fire (the Ecuador-Peru Military Observers Mission, MOMEP). Although a peace agreement was signed on 17 February, it took two additional years of talks on border disputes before significant progress was achieved.
- Finally, on October 26, 1998 Ecuador and Peru signed a treaty ending their border dispute. The Peace treaty guarantees Ecuador access to the Amazon, its real objective, and other economic concessions. The treaty was ratified by each nation’s congress and will enter into force when the border demarcation is physically completed in the Cordillera del Condor.

3. Flag

- Three horizontal bands of yellow (top, double width), blue, and red with the coat of arms superimposed at the centre of the flag; similar to the flag of Colombia that is shorter and does not bear a coat of arms.
4. Location, Geography and Climate

- Location: Western South America, bordering the Pacific Ocean at the Equator, between Colombia and Peru. Total land area of Ecuador is 283,500 square kilometres.
- Terrain: rich agricultural western coastal plain (la costa), inter-Andean central highlands (la sierra) including a range of volcanoes culminating over 6,000 meters (Chimborazo 6,267 m) and high-elevation valleys (elevation of the capital city, Quito, is over 2,000 m) and flat to rolling eastern Amazonian jungle (el Oriente).
- The climate is tropical, hot and humid, along the Pacific coast and in the eastern jungle lowlands but is cooler in the highlands and mild year-round in the mountain valleys. Natural hazards are frequent; they include earthquakes, landslides, volcanic activity and periodic severe droughts.

5. Economy

- Ecuador has substantial oil resources and rich agricultural areas. As an exporter of primary products such as oil, bananas, and shrimps, fluctuations in world market prices can have a substantial domestic impact. Growth has been uneven in recent years as the government has repeatedly initiated ill-conceived fiscal stabilization measures. The newly elected government of President Mahuad started implementing long delayed necessary economic reforms which triggered popular discontent earlier this year. Ecuador joined the World Trade Organization in 1996, but has failed to comply with many of its accession commitments. Growth slowed to 2% in 1996, due to lack of investment caused by political uncertainty and high domestic interest rates. Economic activity picked up in 1997, but exports and economic growth has been adversely affected in 1998 by lower world oil prices and by disastrous flood in the rich agricultural western plain.
- Gross Domestic Product (per capita in 1996): US$ 1,400
- Inflation rate: 30% in 1997
- Unemployment rate: 7 to 8% in 1997 with endemic and widespread unemployment

6. Miscellaneous

Electricity: 110 volts / 60 hertz, US standards
Time: Ecuador is GMT - 5, the same as Eastern Standard Time in the United States.
Exchange rate: 1 US$ = Ecuadorean Sucre 11,400 (as of August 1999)
Credit Cards: are seldom accepted outside Quito and other important cities
II: Mine Action

1. Minefields

a. General
Antipersonnel minefields are located in the contested border area between Ecuador and Peru, known as the Cordillera del Condor, where the 1995 conflict broke out, along 78 kilometres of unmarked border. They have been laid, probably by both parties, although Peru stated that it had not laid mines, at least during the conflict. They are particularly located in the vicinity of military installations of both countries and in those areas favourable to enemy infiltration.

After the peace agreement was signed on 17 February 1995, and while discussions for the definitive settlement of the dispute were ongoing, the armies of both countries maintained a constant state of alert with their arms pointed at each other across the border. In this connection, the Latin American Association for Human Rights (ALDHU) informed the United Nations in December 1996 that mine-laying activities were still ongoing in the contested area and that an estimated 10,000 landmines had been laid since the cease-fire of February 1995.

It is estimated, according to ALDHU, that 130,000 to 150,000 antipersonnel mines have been laid in the conflict area by both parties. Most, probably 80%, are located in the headwaters of Cenepa and Coangos Rivers, in an area of approximately 80 square kilometres. If this information is confirmed, the area must be considered as particularly heavily contaminated, with an average of over 1,000 mines per square kilometre.

b. Humanitarian impact
Roughly 25,000 inhabitants are living in the area of the Cordillera del Condor. On the Ecuadorian side, 13,000 inhabitants, including 7,000 Amerindians living in 60 Shuar centres between the valleys of the Zamora and Nangaritza Rivers, and 6,000 colonos mestizos (mixed settlers). They are occupying an area of 300 square kilometres. Most of them are living on the slopes of the mountain, between 500 and 1,200 meters. However, 7 Shuar centres are located at the headwaters of Coangos River, and several families are also living in the upper Cenepa River, very close to military installations.

The Shuars are making their living from traditional agriculture, cattle grazing, hunting and fishing and limited logging. Mixed settlers have the same activities in addition to small-scale mining. Inhabitants are directly affected by the presence or suspected presence of uncleared mines, which prevent them to access large tracks of their traditional farming and hunting grounds. In November 1998, the "Families Shuar and Achuar of the Frontier" issued a joint declaration to the international community, asking for the government of both countries to demine the border. On 5 December 1998, the Ecuadorian Indian Confederation of the Amazonia demanded the clearance of the landmines along the border.
III. Current Situation

A provision of the treaty of 26 October 1998 required both countries to complete the demarcation of the border in the Cordillera del Condor by the placing of 27 border markers (hitos), as a prerequisite for the treaty to enter in force. The treaty also establishes a "peace park" in the Cenepa River region and a memorial at Twinza, the site of a battle between Ecuador and Peru. Both the park and the memorial are in Peruvian territory, but both countries are required to assist in the demining of these areas. Demining of the border marker areas was the first priority for both countries and was completed by end of May 1999, but a larger effort remains ahead to clear the other mined areas.

The Ecuadorian Army is responsible for demining operations. They have 9 demining squads, consisting of 14 men per squad. These squads have protective clothing and rely on two types of mine detectors: the Schiebel PSS-19/AN-12 and the White A 107. They developed adequate working procedures and they appeared rather efficient when clearing the border marker sites. They are now interested in, and looking into the development of a mine detection dog capability. Ecuador does have maps and records of the mines it placed during the conflict and provided them to MOMEP. However, these maps are likely to be of little value since Peru had probably counter mined the area, and also because of the environment; mines are likely to shift because of daily heavy rains and frequent mudslides.

Ecuador clearly focuses on mine clearance, and possibly minefield marking, but apparently, did not take any action so far in the field of Mine Risk Education in profit of people living in the mine affected region.

The United States Department of State conducted a policy Assessment Visit (PAV) in Peru and Ecuador in February 1999. The PAV team recommended that Ecuador and Peru be included in the U.S. Humanitarian Demining Programme. US$1,000,000 were allocated to each country, including US$500,000 for urgent provision of equipment. The remaining will be allocated to further action. In this connection the U.S.A. will deploy a follow up assessment team in Peru and Ecuador in mid-August 1999.

Japan, Canada and Spain have also expressed their interest in providing demining assistance to both countries. Canada has agreed to provide CDN$50,000 to each country and will send an assessment team. Spain has sent its assessment team too and provided Peru with equipment. Japan is very interested in providing assistance but needs to find out a funding mechanism compatible with its constitution which does not allow for assistance to military programmes.
IV. Mines found in Ecuador and their origins

<table>
<thead>
<tr>
<th>Type</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRB M 35</td>
<td>Belgium</td>
</tr>
<tr>
<td>PRB M 409</td>
<td>Belgium</td>
</tr>
<tr>
<td>Claymore</td>
<td>Brazil</td>
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<td>China</td>
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<td>PMB 6</td>
<td>Russian Federation</td>
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<tr>
<td>MON 50</td>
<td>Russian Federation</td>
</tr>
<tr>
<td>P4B</td>
<td>Spain</td>
</tr>
</tbody>
</table>

V. Casualties

There is little information available. As of January 1997, press reports had informed about 35 fatalities and more than 40 injured due to landmines, including two thirds of civilians. Meanwhile, the President of ALDHU affirmed that there have been 130 victims in the area since 1995, according to data compiled in Lima and Quito. This seems a very high casualty rate with respect to the low density of population living in the mine affected areas.

VI. Request for assistance

The Government of Ecuador is looking for international assistance in order to enhance its current demining capacities, in the area of training and provision of detection and safety equipment, and also to get support for long-term action, in particular for training and for development of a mine detection dog capacity. Therefore, Ecuador is very supportive of the UN proposal to deploy a mine-action assessment team at the earliest possible.

VII. Advocacy

- Party to CCW Protocol 11, but has not yet ratified amended Protocol 11.
- No information available about the size and composition of Ecuador's landmine stockpile.
SUPPORT TO BE PROVIDED BY THE PEACEKEEPING MISSION

The support indicated below will be provided by the UN Peacekeeping Mission from its resources, at no cost to UNOPS. The basic principle is that the core mine action staff will receive from [PK Mission] at least the same support as is provided to other [PK Mission] staff. Provision of vehicles, equipment and supplies by [PK Mission] to the [PK Mission] MACC will be in accordance with the agreed upon formula used for other [PK Mission] staff.

INTERNATIONAL AND NATIONAL STAFF

- The basic principle is that all mine action staff receive same treatment as UN PK Mission staff
- UN ID Cards
- Security Clearance
- UN Driver License/Permit
- Visas (entry and exit)

CUSTOMS CLEARANCE

- Customs Clearance support

FINANCE/ADMIN

- Effect local payments under Project Budget upon request by UNOPS upon receipt of a financial authorization giving the account code to be charged and IOVed back to UNOPS.
- Provide office space and support (if any), as relevant

VEHICLES AND TRANSPORTATION

- Provide vehicles and maintenance according to mission entitlement (i.e. one vehicle/2.5 intl. staff)
- Provide fuel for number of vehicles in mission entitlement
- Transportation on UN flights to/from country of the mission
- Transportation on internal UN flights (fixed wing and helicopter)

EQUIPMENT AND SUPPLIES

- Provide furniture and office equipment and associated maintenance, and stationary and supplies, in accordance with the standard for international staff of the mission
- Provide stationary and consumables for map production as needed to support mine action information requirements of the mission.
- Provide copies of updated maps, as received.
- Provide, in accordance with mission standards, storage for minefield marking materials, and for any other equipment and materials, procured through the [PK Mission] mine action budget.
Note: Any equipment furnished by the UN, through [PK Mission], remains the property of [PK Mission], and budgeting, requisitioning, servicing and management of the equipment shall be done by [PK Mission] self accounting units.

COMMUNICATIONS
- Include in communications support plan
- Provide access to V-sat, internet and email, including systems maintenance
- Assign radio frequencies, as required
- Telephone communications
- UN pouch and mail service

MEDICAL
- Provide Casevac/Medevac to UNOPS-contracted mine action staff and mine action contractors to the extent possible within available [PK Mission] resources
- Provide in-country medical support to UNOPS-contracted mine action staff to the extent possible within [PK Mission] resources and to the same level as for other [PK Mission] international staff subject to the payment of normally applied fees by UNOPS contracted mine action staff and mine action contractors if relevant.

SECURITY
- Include all UNOPS-contracted mine action staff in overall security and evacuation plans
- Provide security guard for mine action office and premises as deemed necessary and as agreed between the CAO and PM MACC.

EXPLOSIVES
- Import, store and distribute, upon mine action programme request, to authorized operator representatives. This is normally provided through a letter of agreement between [PK Mission] and one of the troop contributing countries.

GENERAL
- Provide in country legal advice, if required by UNOPS, that is within the capability and purview of [PK Mission].
- Provide public information circulars and news that bears on the operation of the mine action programme, as deemed necessary by [PK Mission].
MINE ACTION TREATY CLAUSES

Background

1. In countries and regions emerging from violent conflicts, mine action is often a prerequisite to the return of refugees and IDPs, humanitarian aid, reconstruction and development. It is therefore of critical importance to ensure that cease-fire agreements and peace accords properly address mine action concerns and provide an appropriate framework for the effective initiation and implementation of mine action activities.

2. Too often in the past, essential mine-related issues have either not been addressed at all in cease-fire agreements and peace accords, or addressed too late and inadequately. In the worst cases, they have been addressed in a way that did not take account of technical realities and raised unrealistic expectations, delaying the establishment of proper and effective mechanisms for the implementation of mine action programmes.

Objective

3. This paper has been prepared to provide guidance to individuals and organizations involved in the negotiation and drafting of cease-fire agreements and peace accords. It aims to make them aware of those mine action concerns that need to be addressed, or at least considered, in such documents, and to help them draft appropriate references and clauses related to mine action.

Key mine-related concerns to be addressed

4. In situations where landmines are a significant obstacle to the resumption of normal life and reconstruction, cease-fire agreements and peace accords should consider and address four sets of core mine action concerns, related to:
   - The use, production, transfer and stockpiling of mines;
   - The marking of minefields and their eventual clearance, stockpile destruction and other mine and UXO clearance activities;
   - The exchange of technical information between all former parties to the conflict;
   - International cooperation and coordination.

THE USE, PRODUCTION, TRANSFER AND STOCKPILING OF ANTIPERSONNEL MINES

5. The parties to the accord should commit themselves to immediately stopping the use, production, transfer and stockpiling of landmines, especially antipersonnel landmines. For State Actors, this commitment should involve ratification of, or accession to the Antipersonnel Mine Ban Convention. For Non State Actors, this commitment could involve signing the “Deed of Commitment” deposited with the Government of the Republic and Canton of Geneva.
Minefield marking and clearance, stockpile destruction and other mine and UXO clearance activities

6. The parties to the conflict should commit themselves to actively supporting the marking and eventual clearance of all minefields and UXO. Clear and realistic responsibilities and timelines should be defined in this regard, taking into consideration the technical capacities of the parties involved, and the need to ensure that operations are conducted safely and effectively, in accordance with the International Mine Action Standards (IMAS).

7. The parties to the conflict should also commit themselves to the total destruction of all stockpiles of landmines, antipersonnel landmines in particular, under their possession or control. Deadlines for the destruction of stockpiles should be contained within the peace accord or cease-fire agreement. Stockpile destruction operations should respect all relevant IMAS.

Exchange of technical information

8. The parties to the conflict should commit themselves to exchanging all technical information required for the location, marking, and eventual clearance of mines, minefields, and UXO. The technical information required should conform to the technical annex to Amended Protocol II to the Convention on Prohibitions or Restrictions on the use of Mines, Booby-Traps and Other Devices of the Convention on Certain Conventional Weapons (CCW), also annexed to this document.

9. The agreement may designate the United Nations or another intermediary to serve as the receiver of such information and facilitate the exchange process. Deadlines should be set for the completion of the exchange of the information.

10. In many cases the available information may not be sufficient to allow for the safe implementation of mine clearance activities, and survey operations will have to be conducted. In such instances, the parties should commit themselves to facilitating unimpeded access to survey teams.

International cooperation and coordination

11. The parties to the conflict should commit themselves to supporting international cooperation for mine action, and to facilitating the work of all mine action partners, including the United Nations when applicable. When necessary, the parties should agree to request international assistance through the United Nations or other organizations to facilitate the safe and timely conduct of all mine action activities, in particular during the initial implementation phase of the agreement.

12. The parties should be encouraged to conduct mine action operations in response to clear humanitarian and socioeconomic needs so that priority is given to those who are most vulnerable.
ANNEX
Technical Annex of the Protocol on Prohibitions or Restrictions on the Use of Mines, Booby-Traps and Other Devices as Amended on 3 May 1996

1. Recording
(a) Recording of the location of mines other than remotely delivered mines, minefields, mined areas, booby-traps and other devices shall be carried out in accordance with the following provisions:

(i) the location of the minefields, mined areas, booby-traps and other devices shall be specified accurately by relation to the coordinates of at least two reference points and the estimated dimensions of the area containing these weapons in relation to those reference points;

(ii) maps, diagrams or other records shall be made in such a way as to indicate the location of minefields, mined areas, booby-traps and other devices in relation to reference points, and these records shall also indicate their perimeters and extent; and

(iii) for purposes of detection and clearance of mines, booby-traps and other devices, maps, diagrams or other records shall contain complete information on the type, number, emplacing method, type of fuse and life time, date and time of laying, anti-handling devices (if any) and other relevant information on all these weapons laid. Whenever feasible the minefield record shall show the exact location of every mine, except in row minefields where the row location is sufficient. The precise location and operating mechanism of each booby-trap laid shall be individually recorded.

(b) The estimated location and area of remotely delivered mines shall be specified by coordinates of reference points (normally corner points) and shall be ascertained and when feasible marked on the ground at the earliest opportunity. The total number and type of mines laid, the date and time of laying and the self-destruction time periods shall also be recorded.

(c) Copies of records shall be held at a level of command sufficient to guarantee their safety as far as possible.

(d) The use of mines produced after the entry into force of this Protocol is prohibited unless they are marked in English or in the respective national language or languages with the following information:

(i) name of the country of origin;

(ii) month and year of production; and

(iii) serial number or lot number.

The marking should be visible, legible, durable and resistant to environmental effects, as far as possible.
TA TERMS OF REFERENCE

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<td>MINE ACTION PROGRAMMES</td>
<td>- Programme Managers/Chief Technical Advisors (L4/L5*)</td>
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Context:

The incumbent is a senior UN advisor responsible for providing policy, strategic and technical advice to the UN and his/her national/regional counterparts on all aspects related to the overall management and implementation of the mine action programme, which generally comprises demining, Mine Risk Education, victim assistance, and information management. S/he also oversees and coordinates the work of the international and/or local staff under his/her supervision.

Responsibilities:

1. Within delegated authority, the incumbent develops and maintains a Mine Action Concept of Operations and a Mine Action Plan in co-operation with relevant UN agencies, local authorities and other relevant partners. S/he advises the UN and local authorities on all aspects of the mine action programme at the country or regional level (as appropriate), including co-ordination, survey, mapping, marking, clearance, awareness training and victim assistance, in line with International Mine Action Standards and best practices emerging from mine action programmes world-wide;
2. When required, s/he advises and assists local authorities in developing and implementing the National Mine Action Strategy and ensures that effective, functional and sustainable national structures are put in place;
3. The incumbent is responsible for all personnel, equipment, administration and operations of the UN mine action project, country- and/or region-wide. S/he directs and supervises the work of all project staff under his/her responsibility, and provides budgetary estimates. S/he is responsible for the conduct of UN mine action activities within manpower and budgetary limits;
4. S/he represents the UN mine action programme in front of UN or government officials, and in front of the donor community;
5. S/he reports on all issues related to general project objectives; priorities and structure; co-ordination with UN and non-UN partners; resource mobilisation and relations with Governments and local authorities; and UN mine action policies and their application to the project;
6. S/he also reports on all issues related to project management and implementation, including definition of operational priorities, issues concerning recruitment and administration of international and local personnel, contracting for services of firms/NGOs, procurement of equipment and financial management of project funds;
7. Any other tasks assigned by the UN supervisor.

Qualifications:

The incumbent should be a mature person with solid work experience (depending on the level, from 8 to 15 years of progressively-responsible accountability) including at least 2
to 5 years in mine action and a proven record in operations management and administration, as well as in public relations. Formal education such as a Masters, senior command-and-staff college course, or equivalent, would be an asset. In particular s/he should possess:

1. Proven strong management and interpersonal skills, particularly in a capacity building context
2. A solid understanding of counter-mine measures/demining, or UXO clearance operations
3. Proven team building and leadership skills
4. Experience in public relations and fund-raising may be an asset
5. Strong analytical ability
6. Understanding of the principle of national ownership and integrity in development cooperation
7. Ability to live and work in a multi-cultural environment
8. Knowledge of the UN system is desirable and familiarity with UNOPS procedures is, in particular, highly desirable
9. Excellent speaking and writing skills in English are essential (in some countries, fluency in French, Portuguese or another language is also required). Knowledge of local language, and experience in the region are desirable
10. Computer literacy
11. Physically fit and in good health.

* These grades are indicative only. Final grades are determined on a case by case basis at the time of recruitment, according to the candidates’ qualifications and the specific terms of reference for the post.
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A. Context

Description of the Sub Sector

Host Country Strategy

Prior and Ongoing Assistance

Institutional Framework

Government:

UNDP:

Through this project, UNDP aims to support the Government of [Country] through assisting the National Mine Action Authority (NMAA) to: elaborate policy and strategy proposals; identify mine clearance priorities; manage, co-ordinate and mobilise resources; oversee newly trained teams under this project; and support mine clearance, Mine Risk Education and victim assistance activities in [Country]. In particular, UNDP will:

1. Designate the United Nations Office for Project Services (UNOPS) as the executing agency for this project to provide technical assistance and other operational support to the national mine action programme.

2. Administer funds received from donors to support this project. Furthermore, UNDP will assist the Government to mobilise additional resources for further activities necessary to support achievement of the full Government goals, which extend beyond the support provided under the current budget.

3. Provide general representation for UNOPS in [Country] as well as administrative support services to the project at the specific request and authorisation of UNOPS to ensure effective local project operations.

4. Facilitate exchange of information with other UNDP projects working in related geographic or thematic areas in [Country].

UNOPS:

As executing agency for UNDP, UNOPS is responsible for the planning and overall management of programme activities, reporting, accounting, monitoring and evaluation of the project, and for the management and use of UNDP resources to achieve its overall goals and objectives as described in this project document. UNOPS is accountable to the Government of [Country] through the NMAA and to UNDP for the production of outputs, for the achievement of programme objectives and for the efficient and proper use of UNDP resources. In consultation with UNDP and the NMAA, UNOPS
will establish the most appropriate arrangements for effective execution, including specific delegations of authority to the UNDP Resident Representative and the UN Programme Manager as required.

UNOPS, through this project with UNDP and the NMAA, will undertake the recruitment of international UN staff to provide the core managerial and technical support for the project. It will procure equipment and negotiate subcontracts and memoranda of agreement required for the project, including for support to mine action operations, Mine Risk Education and victim assistance activities. UNOPS will also enter into agreements with governments who may provide necessary Technical Advisors to the Mine Action Centre (MAC) as in-kind contributions within the framework of the project.

B. Problem Justification

The Problem to be addressed, the present situation

This project will address the negative humanitarian and socio-economic impact of widespread contamination – actual and perceived – caused by land mines and UXO. With this project, the Government, UNDP and other donors aim to develop Mine Risk Education among the concerned population, reduce the number of civilian casualties through mine clearance activities, provide a comprehensive community based rehabilitation scheme for mine victims and increase the amount of land for food production and other developmental and income-generation activities.

During the start-up period of UNDP’s assistance to the [Country] National Mine Action Programme, when the scope of the mine problem in [Country] was still undetermined, the project focused on strengthening national institutions dealing with mine action as well as enhanced national coordination and implementation mechanisms. With the results of the level one impact survey, this project now has the ability to focus on assisting the NMAA, MAC to expand their survey, clearance and UXO capabilities, focusing on new areas where mines have been identified. At present, all of the demining assets are located in the south of the country. The identification of numerous minefields throughout the country in different regions will necessitate the establishment of new regional units with newly trained deminers, surveyors and UXO teams. This project can assist the Government of [Country] to do priority setting based on the results of the Landmine Impact Survey and to determine where these new assets will have to be deployed to have the most socio-economic impact. In addition, the Landmine Impact Survey has identified the number of mine victims and their location, which will enable the expanded project to develop a victim assistance strategy tailored to the needs of these mine victims, i.e. improved prosthetic and medical care, community based rehabilitation and vocational training. Moreover, now that the number and location of mine-affected communities is known, a comprehensive Mine Risk Education campaign can be implemented under the project.

The main victims of land mines are children, women, farmers and shepherds. Current assistance to mine victims is primarily based on family care mechanisms. Medical facilities are generally inadequate and poorly equipped, and mine accidents have a draining effect on the country’s limited medical resources. In addition, many mined areas are over six hours from an urban centre, therefore making transportation to medical facilities is, in many cases, impossible.
The mines near populated areas have devastating effects. They affect agriculture and water resources because people cannot access water, arable land and grazing areas near suspected mines or UXO. This reduces the already limited arable land in [Country] and kills farmers, herders (who are often children) and livestock. Donors in [Country] are concerned that suspected mine fields are a hindrance to development projects they support.

**Situation at end of the project**

At the end of this project assistance, it is expected that the following will have been achieved by the [Country] National Mine Action Programme:

1. Strengthened institutional management, financial and administrative mechanisms which will allow the Government of [Country] to effectively manage, co-ordinate, oversee all components of the mine action programme operating in [Country] in a transparent and responsive manner.
2. Improved processes for elaborating the National Mine Action Strategy and Annual Work Plan, using the results of the level one impact survey for priority setting.
3. Expanded national mine clearance capacity that is sustainable, competent in technical, administrative and policy matters.
4. A national Mine Risk Education policy and expanded Mine Risk Education activities.
5. A national victim assistance policy, better staffed and equipped mine victim treatment centres and expanded community based rehabilitation programs.
6. Improved efficiency and effectiveness of the overall mine action programme in [Country].
7. A stronger level of donor confidence.
8. Reduced requirement for international technical assistance.

While, it is not expected that the country will be totally free of mines within the duration of the project, the objective is to set in place a sustainable institution for resolving the mine problem, and to provide direct support for mine action activities. The Government has already taken important steps toward that end, and this project will result in considerable further advances.

**Target Beneficiaries**

The direct beneficiaries of the project will be the personnel involved in the National Mine Action Programme who will be fully trained and supported in the planning, co-ordination, management, and direct implementation of mine action activities.

Increased effectiveness of the [Country] National Mine Action Programme will also benefit the inhabitants, foremost women, children, shepherds and farmers and will reopen access to income generation activities, once formerly contaminated land can be put to use for agricultural production.

**Project Strategy and Implementation Arrangements**

The Government of [Country] recognizes the international community's concern that the national agency managing mine action should be civilian. While most of the national
personnel who participate in the mine action programme are soldiers seconded to the programme, it should be stressed that the programme is a civilian programme under civilian control. The national personnel require training/retraining in all of the mine action activities to comply with international standards required of humanitarian mine action. This UNDP project will concentrate on further strengthening national institutions responsible for mine action and assisting the Government in expanding its field operations to address priorities determined from the Landmine Impact Survey.

Clearing the actual and perceived threat of land mines will require a co-ordinated programme of mine action. It will be necessary to ensure that all national recruits trained in the mine clearance programme meet the internationally accepted standards for clearing mines in the humanitarian context. This integrated technical assistance programme will address the following:

a. **Strengthening management structure and institutional arrangements.** This project will focus on strengthening management structure and institutional arrangements in order to ensure that the mine action program is executed in a co-ordinated and efficient manner in support of the national development plan. This will result in sustainable national mine action institutions capable of planning, prioritising, managing and co-ordinating the national mine action programme.

b. **Minefield Survey, Marking and Database.** This project will focus on strengthening level two survey and marking capacities and further populating and updating of the mine information database, as well as improving planning and clearance operations in accordance with priority areas. Cleared areas must be certified and the local authorities and inhabitants should be advised of cleared areas and those that still pose a threat.

c. **Mine Clearance.** This project will assist the [Country] National Mine Action Programme in strengthening their ability to detect and destroy mines and unexploded ordnance in accordance with national priorities and the international standards on mine clearance operations. This component includes equipping deminers with the necessary equipment so that they are able to conduct clearance operations in an efficient and safe manner.

d. **Mine Risk Education.** This project will assist with strengthening the existing awareness program by expanding Mine Risk Education coverage to include all the mine-affected areas and populations.

e. **Victim Assistance.** This project will assist with strengthening local capacities for victim assistance by assisting in the training of local professionals, upgrading of local medical and prosthetic facilities and expanding community based rehabilitation programmes to address mine victims.

f. **Compliance with the Mine Ban Treaty.** Assist with the finalization of the destruction of [Country]'s mine stockpile and meeting reporting obligations under the Treaty.

UNOPS, as executing agency for the UNDP Support to the [Country] National Mine Action Programme, is responsible for the overall execution and management of the
project in order to achieve its overall goals and objectives, and will utilize all funds in accordance with UNOPS Financial Regulations and Rules. UNOPS will be responsible for identifying, recruiting and administering international and local staff for the project as required; preparing and negotiating memoranda of agreement with donor governments for the provision of in-kind personnel, purchasing of equipment and supplies and the provision of managerial, legal, technical and administrative support to the project. UNOPS will execute the project in accordance with an Annual Work-plan and Budget with a semi-annual review prepared by the UN Programme Manager and the NMAA Director in consultation with MAC and UNDP. The delegation of authority provided by UNOPS to the UN Programme Manager will apply within the framework of the agreed Workplan.

The UN Support Project Annual Work Plan and Budget to implement this project document, including all projected project activities and expenditures, will be formulated by the UN Programme Manager, in co-operation with the NMAA and in consultation with UNDP.

The UNDP Country Office will provide efficient administrative support to the project as follows: provide assistance in the recruitment and administration of local staff, submission of CVs for international project staff to the Government for approval, obtaining visas for international project staff, customs clearances of internationally purchased equipment, payment of all local purchases, contracts and grants, settlement of local and international travel claims and replenishment of petty cash. A more detailed analysis of the division of responsibilities between UNDP and UNOPS will be agreed upon between the parties.

The UNDP Emergency Response Division (ERD), through its mine action unit, will provide support and advice to the UNDP Country Office as required, and may be called upon for assistance with resource mobilization.

NGOs and other implementing partners will be encouraged to continue participation in the project, particularly in relation to Mine Risk Education and victim. There is an established core capacity in the field of Mine Risk Education, and it will be a co-ordination process to establish a multi-agency approach to carry on this work. Victim support requires the strengthening of a co-ordinated local capacity within the Ministry of Health (MOH) with the participation of NGOs, but more work is required to establish the extent of the need, and processes to carry out this work. Implementation of each activity will be co-ordinated by the MAC in respect of national priorities and requirements.

A Consultative Committee comprised of interested donors, NGOs, UN agencies, and co-chaired by the NMAA and UNDP will meet periodically to review the progress and requirements of the Mine Action Programme.

**Reason for Assistance from UNDP**

In recent years UNDP has accumulated significant experience in mine action, and now supports programmes in varying stages of maturity in sixteen countries. It's mandate in mine action derives from the recently promulgated UN policy, “Mine Action and Effective Co-ordination; UN Policy”, which states the UNDP role as follows:

"Within the UN system, the UNDP will be responsible for addressing the socio-economic consequences of landmine
contamination and for supporting national/local capacity building to ensure the elimination of the obstacle they pose to the resumption of normal economic activity, reconstruction and development."

To help fulfill this mandate, UNDP has established a Mine Action Team (MAT) at its headquarters to assist Country Offices when governments' request assistance in this sector. The Team provides technical expertise and advisory services to the programme, in conjunction with other UN agencies, bilaterals, and NGOs as relevant.

In [Country], UNDP has been involved in mine action since [date] when the precursor to this Project commenced with $ xxxxx of UNDP seed money. Additional funds were received as non-core contributions and permitted that Project to continue, and to achieve most of its objectives. UNDP recognizes that its intervention depends on close coordination with other mine action activities in [Country], and on UNDP and the Government of [Country] working together to mobilize sufficient resources for the Project's efficient implementation.

Special Considerations

Inhabitants of mine contaminated regions will directly benefit from the enhanced national capacity resulting from the support of this project, especially with women, adolescent boys and children being major beneficiaries, particularly from mines awareness training, as well as mine victims who will receive medical and vocational training support.

Land will be freed from mines and unexploded ordnance so that it can be utilised for farming, grazing and the resettlement of refugees. Income generation will be enhanced by the release of cleared land being placed back into productive use.

The project will have a positive impact on the environment and developmental prospects of the country by strengthening the government’s capacity to clear the land of mines/UXOS.

Counterpart Capacity

At present there is a need to considerably enhance national capacity to undertake a comprehensive mine action programme within the country in an integrated manner and consistent with the International Mine Action Standards. This applies to the national planning level and the field level. The MAC is undertaking management of national mine action activities under international advice and supervision. The NMAA Director and the Director of the MAC are the national counterparts of the UN Programme Manager. Other international staff have counterparts in the MAC.

C. Development Objectives:

The overall objective of the project is to promote a safer environment for the people of [Country] and the rapid revitalization of land for agriculture, livestock and infrastructure to increase economic development throughout the country through the establishment of a national capacity to plan, manage, coordinate and execute mine action and related activities.

D. Immediate Objectives, Outputs and Activities

Immediate Objective 1:
Continue to strengthen the National Mine Action Commission’s ability to coordinate all mine action activities in the country through the refinement and updating of policies on mine clearance, Mine Risk Education and victim assistance, and to strengthen its ability to fulfil [Country]’s obligations under the Ottawa Treaty. Strengthen the NMAA’s ability to continue to mobilize internal and external resources to support national mine action activities.

Success Criteria

Refinement and updating of planning, coordinating and priority setting mechanisms for mine action at the strategic and political levels and compliance with Mine Ban Treaty obligations, including destruction of all anti-personnel landmine stockpile.

Output 1.1

Development and adoption by the NMAA of a Strategic Plan for Mine Action, an annual Mine Action Work Plan, national policies on mine action and priorities for mine action activities.

Activities for Output 1.1

1.1.1 Continue deployment of Chief Technical Advisor (UN Programme Manager).
1.1.2 Assist the NMAA to establish mine action priorities in accordance with socio-economic impact indicators.
1.1.3 Assist the NMAA in the development and annual revision of a five year strategic plan for mine action.
1.1.4 Assist the NMAA to draft and promulgate an annual national mine action work plan.
1.1.5 Assist the NMAA to strengthen the coordination mechanisms among all agencies (Govt., UN, NGO) to ensure quality and cost effective implementation of the national mine action plan.

Output 1.2

Government compliance with the implementation and reporting requirements under the Mine Ban Treaty, including destruction of anti-personnel landmine stockpile.

Activities for Output 1.2

1.2.1 Assist the NMAA to participate in Inter-sessional Meetings for the Mine Ban Treaty.
1.2.2 Assist the NMAA to report on activities undertaken in compliance with the Mine Ban Treaty.
1.2.3 Provide assistance as required to complete the destruction of [Country]’s anti-personnel landmine stockpiles by the end of the year 2001.

Output 1.3

Additional resources mobilized for the National Mine Action Programme.

Activities for Output 1.3
1.3.1 Facilitate meetings of NMAA and other Government officials with donors.
1.3.2 Assist with the development and production of brochures and other publications in support of resource mobilization (in cooperation with the bilateral funded project).
1.3.3 Assist with the development of project proposals to seek resources for further mine action activities.

Immediate Objective 2

Strengthen the MAC’s ability to plan, manage and execute mine action activities in the country, and to fulfil obligations under the Mine Ban Treaty, including destruction of AP stockpiles.

Success Criteria

Qualified, experienced and well equipped MAC staff will be effectively managing and executing mine action activities.

Output 2.1

MAC staffed, trained and equipped to carry out its mandated mine action activities nationally and regionally.

Activities for Output 2.1

2.1.1 Assist in the refinement of job descriptions and recruitment criteria for each managerial post in the MAC.
2.1.2 Assess training requirements of MAC staff.
2.1.3 Develop formal training plans based on training assessment.
2.1.4 Provision of training by all international technical advisors
2.1.5 Provide support to MAC staff for them to attend special management training activities.

Output 2.2

Promulgation of revised and updated standard operating procedures and safety and technical guidelines for mine action activities. Implementation of a refined and updated quality assurance management system. Development of training packages.

Activities for Output 2.2

2.2.1 Continue deployment of an International Operations Officer (OO) and an Administration/Logistics Officer (ALO).
2.2.2 Assist MAC to review and update safety and technical guidelines.
2.2.3 Assist MAC to review and update standard operating procedures.
2.2.4 Assist MAC to review and update a quality assurance management system including the terms of reference for a Board of Inquiry.
2.2.5 Assist MAC to revise, refine and update operational mine action training packages.
2.2.6 Assist MAC to review and update guidelines and procedures for administration and logistics.
2.2.7 Assist MAC to incorporate the new international standards into all of the above.

Output 2.3

Full national mine information database established, facilitating more effective and efficient setting of priorities and tasking of assets.

Activities for Output 2.3

2.3.1 Based upon the results of the level one survey, assist the MAC to prepare a plan for level two survey activities in high priority areas.
2.3.2 Assist MAC in training local staff in the use and management of the UN Information Management System for Mine Action (IMSMA).
2.3.3 Assist MAC to develop guidelines for priority setting using socio-economic impact data from IMSMA.
2.3.4 Assist the MAC ensure continued information gathering and inputting of data into IMSMA in a timely manner.

Output 2.4

Demining compounds and training facilities, established and/or renovated, staffed, trained and equipped to carry out effective mine action activities regionally (co-financed with the bilateral programme).

Activities for Output 2.4

2.4.1 Assist MAC to establish new regional units throughout the country as required.
2.4.2 Provide support to the National Training Centre to train one new demining team (100 deminers) per year.
2.4.3 Provide support to equip one new demining team (100 deminers) per year.
2.4.4 Support camp operations by providing fuel, gas, water, medicines, food, ice, cleaning materials, maintenance items and stationery.
2.4.5 Assist MAC to conduct refresher training of level one, level two and mine clearance teams.
2.4.6 Provide support to the MAC to train and equip three new level two survey and marking teams per year.
2.4.7 Provide support to the MAC to train and equip two new UXO teams per year.
2.4.8 Negotiate agreements with donor governments and field two in-kind international supervisors to oversee the newly trained and deployed clearance, survey and UXO teams.
2.4.9 Assist the MAC to assess the bilateral mine/UXO detection dogs and mechanical clearance trials.

Immediate Objective 3:

Enhance the NMAA’s capacity to coordinate Mine Risk Education programmes among Government entities, NGOs, the UN and other partners; strengthen the MAC capacity to undertake effective Mine Risk Education programmes; and strengthen the NMAA's
capacity to mount an effective public awareness campaign domestically and internationally.

Success Criteria

Structures are strengthened and personnel trained to coordinate and execute Mine Risk Education programmes. Target groups are reached through effective Mine Risk Education programmes and campaigns which focus on mine affected communities. The profile of the mine action programme strengthened through an effective public awareness campaign.

Output 3.1:

Formulation of Mine Risk Education and public awareness policies and the establishment of appropriate coordination and implementation mechanisms for Mine Risk Education activities by the NMAA throughout the country.

Activities for Output 3.1:

3.1.1 Continue the deployment of a Mine Awareness Officer (MAO).
3.1.2 Assist the NMAA to strengthen and manage an Advisory Committee on Mine Risk Education and public awareness with government ministries, NGOs, the UN and other interested partners.
3.1.3 Assist the NMAA in developing and drafting Mine Risk Education policies based on experience to date and in accordance with the International Guidelines on Mine Risk Education.
3.1.4 Provide grants to government entities, local and international NGOs for Mine Risk Education projects upon the review and recommendation of the Mine Awareness Advisory Committee.
3.1.5 Assist the NMAA to expand the coverage of Mine Risk Education of existing entities such as the local NGO - [Country] Mine Awareness Association (YMAA).
3.1.6 Assist the NMAA in the development of district specific Mine Risk Education curriculum which can be incorporated by the Ministry of Education into the primary and secondary education system.
3.1.7 Assist the NMAA, in cooperation with the Ministry of Insurance and Social Affairs, in pairing Mine Risk Education with the existing victim assistance carried out through the Community Based Rehabilitation (CBR) programme.
3.1.8 Assist the NMAA in implementing pilot projects based on innovative methods such as proactive awareness in the form of small project assistance to develop alternative resources in affected and the use of Mine Risk Education as an interactive method for information exchange with affected communities.
3.1.9 Assist the NMAA in developing public information materials such as brochures, a newsletter covering programme activities and progress to be published every two months, pamphlets, TV spots, radio announcements and an Internet website.

Output 3.2

Effective implementation and/or support of Mine Risk Education programmes by the MAC.

Activities for Output 3.2
3.2.1 Assist the MAC to undertake a countrywide survey to assess the capability, availability, interest and needs of government departments, NGOs and other organisations currently undertaking Mine Risk Education programmes as well as identify other potential collaborators.

3.2.2 Assist the MAC to undertake an assessment of training needs in Mine Risk Education.

3.2.3 Assist MAC to design and implement a training programme and develop training materials for Mine Risk Education activities.

3.2.4 Assist the MAC in expanding coverage of existing field teams functioning as liaisons and Mine Risk Education for communities where demining companies are active.

3.2.5 Assist the MAC to design and produce Mine Risk Education materials such as posters, youth oriented games and newsletter for affected communities to be published regularly.

**Immediate Objective 4**

Enhance the NMAA’s capacity to coordinate victim assistance among Government entities, NGOs, the UN and other partners, and the MAC’s capacity to undertake and support effective victim assistance programmes.

**Success Criteria**

Structures are created and personnel trained to coordinate and execute victim assistance programmes. Target groups receive improved medical care and vocational training in order to more effectively participate in society and lead productive lives.

**Output 4.1:**

Refinement of victim assistance policies and the fine-tuning of appropriate coordination mechanisms for victim assistance activities by the NMAA throughout the country.

**Activities for Output 4.1:**

4.1.1 Identify, select and field a Victim Assistance Officer.
4.1.2 Assist the NMAA to strengthen and manage an Advisory Committee on victim assistance with government ministries, NGOs, the UN and other interested partners.
4.1.3 Assist the NMAA in further development and drafting of victim assistance policies.

**Output 4.2**

Effective implementation and/or support of victim assistance programmes by the MAC.

**Activities for Output 4.2**

4.2.1 Assist the MAC to undertake a countrywide survey to assess the capability, availability, interests and needs of government departments, NGOs and other organisations currently undertaking victim assistance programmes.
4.2.2 Assist the MAC to design and implement victim assistance training programmes.
4.2.3 Provide grants to government entities, local and international NGOs for victim assistance programmes upon the review and recommendation of the Advisory Committee on Victim Assistance.
4.2.4 Provide support to improve the staffing and facilities of prosthetic and health centres.
4.2.5 Provide support for training of additional prosthetic technicians and physiotherapist specialists.
4.2.6 Provide support to the Ministry of Insurance and Social Affairs for training and deploying more community based rehabilitation field workers to cover all priority areas identified by the level one survey.
4.2.7 Provide support to community based projects to provide resources to assist mine victims reintegrate back into their communities e.g. loans/grants for small business enterprises and vocational training projects.

E. INPUTS

I. GOVERNMENT:

Personnel

The Government of [Country] will provide staff of NMAA Secretariat, staff of MAC, including deminers and support staff, and staff from the national training centre to be trained and supported by the project.

Facilities:

The Government will provide the MAC HQ and the training centre, which comprises office space, accommodations, mess hall, medical clinic, warehouse, transport and maintenance facilities for the demining teams. The Government will also provide premises for regional units as required and as available.

II. UNDP (including third party cost sharing)

Personnel

In order to carry out this project, seven international technical advisors will be provided, including the UN Programme Manager, Operations Advisor, Admin/Logistics Advisor, Mine Awareness Advisor, Victim Assistance Advisor, and two Mine Clearance/Survey Supervisors. Efforts will be made to obtain some of these international advisors as an in-kind contribution.

Subcontract/Grants:

The project will provide resources for several subcontracts/grants, as follows: (a) support to demining camp operations (b) Mine Risk Education: radio/TV media campaign, print media campaign, community based Mine Risk Education campaign; (c) victim assistance: support to the prosthetic centres in [town] and deployment of community based rehabilitation (CBR) teams to mine affected communities; and (d) renovations of new regional units.
Training:

The project will facilitate the participation of NMAA, MAC, staff in regional and international training workshops on management and technical aspects of mine action, and will support the training of CBR teams prior to their deployment. International project staff will provide direct, organized and structured training to enhance the capabilities of their counterparts.

Equipment:

The project will procure equipment for one new demining team (100 deminers), three new survey/marking teams and two UXO teams per year, including mine detectors, protective clothing, toolkits, vehicles, field camp supplies, etc. The purchase of equipment for newly trained teams will be standardized in accordance with the equipment currently used by the existing demining companies and with the international standards on humanitarian mine clearance operations. In the event that the mechanical trials conducted by the bilateral funded project are successful, and subject to the availability of funding, the project will purchase mechanical clearance equipment suitable for the country.

Publications:

The project will assist the Government in the publication of promotional materials.

F. Outcomes

The expected outcomes of the National Mine Action Programme with the support of this UNDP project are:

1. Capacity will be strengthened to deal with the mine and UXO problem in the long term in a sustainable manner. This capacity will include demining companies properly trained and equipped to conduct demining operations and an institutionalised managerial framework capable of managing and co-ordinating a national mine action programme in accordance with humanitarian standards.

2. Viable and effective Mine Risk Education and victims assistance programs resulting in a significant reduction in the number of mine incidents and the reintegration of mine victims into the society and economy.

3. Survey, and the establishment of a mine data base, will reveal the true extent of the problem and this will assist the clearance so that it can be conducted in a systematic manner by addressing priority areas. Utilising the data, a national mine action strategy and annual work plan will be developed with clear priorities.

4. Land will be freed from mines and unexploded ordnance so that it can be utilised for farming, grazing and the resettlement of refugees. The Aden free zone will be free of mines and ready to be utilised for economic activities.
5. [Country] will have eliminated its stockpile of anti-personnel landmines and complied with all Ottawa Treaty requirements.

While the original two year UNDP project assisted the Government to considerably strengthen its capabilities in the areas of policy and priority setting, management and implementation of mine action activities, the continuation of the project for another three years will further strengthen the development of institutional capabilities and will assist with broader operational implementation of mine clearance, Mine Risk Education and victim assistance activities.

G. Risks

The full achievement of the project’s goals and objectives will require further funding for several years beyond that contained in this project. Given the drastic reductions in UNDP's core resources the project will depend -- perhaps entirely -- on third party contributions. As fluctuations in the level of donor funding are to be expected, their impact on the achievement of the project's goals and objectives should be anticipated. At the same time, it is realistic to expect that the project's objectives will need to be reviewed and adjusted in relation to available financing. The NMAA and UNDP have recognised this potential problem and are actively promoting the programme at every opportunity.

Institutional development of NMAA and MAC, as well as field operational activities could be jeopardized by insufficient Government funding.

Given the assumption that certain activities initiated under the a bilateral funded project will be continued or supported by the UN project, unreasonable expectations may be created if these activities are not closely coordinated and if there is insufficient funding.

Prior Obligations and Prerequisites

There are no prerequisites still to be met for approval of UNDP assistance for the proposed project; conditions for its continuity include sufficient evidence of the following measures:

1. The Government will make all possible efforts to continue to guarantee safe access to the project sites.

2. The Government will ensure that necessary agreements are reached between ministries to allow the NMAA to operate without prejudice. Such aspects as the use, carriage and storage of explosives, use of communications equipment and global positioning systems without other Ministries overview is essential.

3. The Government will guarantee that any equipment transferred to the NMAA during the life of the project will be used in support of Project objectives for the duration of the Project.

4. The Government will clear and hold harmless the UN, for any claims for any aspect of its assistance regarding mine action.

I. Evaluating and Reporting
The project will be subject to tripartite review (joint review by representatives of the Government, UNOPS, and UNDP) at least once every 12 months, the first such meeting to be held within the first 12 months of the start of full implementation. The UN Programme Manager, the Director of the MAC and the NMAA Executive Officer shall prepare and submit at least one full month in advance of the review meeting a Project Performance Evaluation Report (PPER). Additional PPERs may be requested during the project.

A project terminal report will be prepared for consideration at the terminal tripartite review meeting. It shall be prepared in draft sufficiently in advance to allow review and technical clearance by the Government and UNDP at least two months prior to the terminal review.

Quarterly project reports describing achievements, results and problems encountered in the UN Support Project Annual Work Plan are to be submitted to the NMAA, the UNDP Resident Representative/Coordinator, UNOPS and UNDP/ERD. An annual project progress report is to be submitted to the same Agencies by end January for the preceding calendar year. Donor reports are to be submitted as defined in contribution agreements.

**J. LEGAL CONTEXT**

This project document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement (SBAA) between the Government of [Country] and the United Nations ratified by the parties on [date].

The project document should be considered as a baseline for supporting the continuation of UNDP's support to the national mine action programme. It should be reviewed and updated annually.

The following types of revisions may be made to this project document by the UNDP Resident Representative, provided that s/he is assured that the other parties involved in the project have no objection to the proposed changes: (1) revision in or addition of any of the annexes of the project document; (2) revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangements of inputs already agreed to or by cost increases due to inflation; (3) mandatory annual revisions which re-phase the delivery of agreed project inputs, or reflect increased expert or other costs due to inflation, or take into account agency expenditure flexibility. Substantive revisions, which modify the project objectives or the allocation of the total project budget among principal components may only be made by the signature of all three parties (UNDP, Chairman NMAA, and UNOPS).

**K. BUDGET**

Details of the UNDP project budget are attached as Annex 1.
Annexes

**BUDGET**

1. Job Descriptions
   - Intl – UN Programme Manager/CTA
COST-SHARING AGREEMENT

BETWEEN THE UNITED NATIONS DEVELOPMENT PROGRAMME
AND (name of contributor)

WHEREAS the United Nations Development Programme ("UNDP") and [name of company] (hereinafter referred to as “the Donor”) have agreed to co-operate in the implementation of a project .......("the Project"), which Project is summarized in Attachment A to this Agreement and is more fully described in the Project Document YY/00/000 ("project title") (Attachment A to this agreement).

WHEREAS the Donor has informed UNDP of its willingness to contribute funds ("the contribution") to UNDP on a cost-sharing basis towards implementation of the Project;

WHEREAS UNDP is prepared to receive and administer the contribution for the implementation of the Project;

WHEREAS the Government of the (name of recipient country) has been duly informed of the contribution of the Donor to the Project;

WHEREAS UNDP shall designate an institution to manage Project ("the executing agency");

NOW THEREFORE, UNDP and the Donor hereby agree as follows:

Article I

1. The Donor shall, in the manner referred to in paragraph 2 of this Article, place at the disposal of UNDP a contribution in the amount of United States dollars ...............

2. The Donor shall, in accordance with the schedule of payments set out below, deposit the contribution in UNDP Contributions Account: #015-002284 with the Chase Manhattan Bank, United Nations Branch, New York, NY 10017:

<table>
<thead>
<tr>
<th>Date payment due</th>
<th>Amount (US$)</th>
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<tbody>
<tr>
<td>(a)</td>
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<td>(b)</td>
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<td>(c)</td>
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The above schedule of payments takes into account the requirement that contributions shall be paid in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

3. All financial accounts and statements shall be expressed in United States dollars.

4. UNDP may agree to accept payments in a currency other than United States dollars provided such currency is fully convertible or readily usable by UNDP and subject to the provisions of paragraph 5 below. Any change in the currency of payments shall be made only in agreement with UNDP.
5. The value of the payment, if made in other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Donor with a view to determining whether any further financing could be provided by the Donor. Should such further financing not be available, the assistance to be provided to the Project may be reduced, suspended or terminated by UNDP.

Article II
1. The contribution shall be utilized by UNDP for the purpose of meeting the costs of the Project as set out in the Project Document as well as the costs of support services relating thereto as specified in the following paragraph. Any additional costs of the Project which are not to be met from the contribution, as well as the source of their financing, are also set out in the Project Document.

2. Contributions will be charged, in accordance with decisions and directives of the UNDP Executive Board, for reimbursement of support services provided by the executing agency, the UNDP country office, and for any other support services required.

3. Any interest income attributable to the contribution shall be credited to the UNDP Account and shall be utilized in accordance with established UNDP procedures.

Article III
1. The contribution shall be administered by UNDP in accordance with UNDP regulations, rules and directives, applying its normal procedures for the management of its projects.

2. Project management and expenditures shall be governed by the regulations, rules and directives of UNDP and, where applicable, the regulations, rules and directives of the executing agency.

Article IV
1. The implementation of the responsibilities of UNDP and of the executing agency pursuant to this Agreement and the project document shall be dependent on receipt by UNDP of the contribution in accordance with the schedule of payment as set out in Article I, paragraph 2 above.

2. The aggregate of the amounts budgeted for the Project, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the Project under this Agreement as well as funds which may be available to the Project for project costs and for support costs under other sources of financing.

3. If unforeseen increases in expenditures or commitments are expected or realized (whether due to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the Donor on a timely basis a supplementary
estimate showing the further financing that will be necessary. The Donor shall use its best endeavours to obtain the additional funds required.

4. If the payment referred to in Article I, paragraph 2 above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 3 above is not forthcoming from the Donor or other sources, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by UNDP.

Article V
Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

Article VI
The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

Article VII
UNDP shall provide the Donor on request with a final report within six months after the date of completion or termination of the Project. The final report will be prepared in accordance with UNDP accounting and reporting procedures. The Donor may visit the project to view its implementation and obtain any relevant information.

Article VIII
1. The Donor may mention the contribution in its internal reporting and in press releases to the public but shall not make reference to the contribution or to UNDP in any manner in its advertising of its products or services or of the company in general. All materials, except for internal documents of the Donor, mentioning the contribution, the project or UNDP shall be subject to approval by UNDP. Such approval is not to be unreasonably withheld or delayed. The Donor recognizes that the name or any abbreviation of the name of UNDP may not be used in any manner whatsoever that conveys or suggests direct or indirect UNDP endorsement or support of the Donor or of its products or services.

2. Except for the manner referred to in paragraph 1 above, the Donor shall not in any manner whatsoever use the name, or any abbreviation of the name of UNDP, in connection with its business or otherwise.

3. The Donor shall not in any way whatsoever make use of the UNDP logo in connection with its business or otherwise.

4. UNDP will report on the contribution reporting to its Executive Board in accordance with its regular procedures regarding contributions from private donors. UNDP will endeavour to give due recognition of the contribution in other documentation as appropriate but the manner of such recognition shall be determined at the sole discretion of UNDP.

Article IX
UNDP shall notify the Donor when all activities relating to the Project have been completed.

**Article X**

1. Notwithstanding the completion of the Project, UNDP shall continue to hold unutilized payments until all commitments and liabilities incurred in implementation of the Project have been satisfied and Project activities brought to an orderly conclusion.

2. If the unutilized payments prove insufficient to meet such commitments and liabilities, UNDP shall notify the Donor and consult with the Donor on the manner in which such commitments and liabilities may be satisfied.

3. Any payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by UNDP in consultation with the Donor.

**Article XI**

1. After consultations have taken place between the Donor, UNDP and the recipient Government, and provided that the payments already received are, together with other funds available to the Project, sufficient to meet all commitments and liabilities incurred in the implementation of the Project, this Agreement may be terminated by UNDP or by the Donor. The Agreement shall cease to be in force thirty days after either of the Parties gives notice in writing to the other Party of its decision to terminate the Agreement.

2. If the unutilized payments, together with other funds available to the Project, are insufficient to meet such commitments and liabilities, UNDP shall notify the Donor and consult with the Donor on the manner in which such commitments and liabilities may be satisfied.

3. Notwithstanding termination of this Agreement, UNDP shall continue to hold unutilized payments until all commitments and liabilities incurred in implementation of the Project have been satisfied and Project activities brought to an orderly conclusion.

4. Any payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by UNDP in consultation with the Donor.

**Article XII**

1. The parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of, or relating to this agreement or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with United Nations Commission International Trade Law Conciliation Rules then obtaining, or according to such procedure as may be agreed between the parties.

2. Any dispute, controversy or claim between the Parties arising out of or relating to this agreement or the breach, termination or invalidity thereof, unless settled amicably under the preceding paragraph within sixty (60) days after receipt by one Party of the
other Party's request for such amicable settlement, shall be referred by either party to arbitration in accordance with the United Nations Commission International Trade Law Arbitration Rules then obtaining. Either party may, at its option, request the American Arbitration Association to provide administrative services for such arbitration and/or serve as the Appointing Authority under the Rules, in which case the American Arbitration Association shall be deemed to have been so designated. The arbitral tribunal shall have no authority to award punitive damages. The parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such controversy, claim or dispute.

**Article XIII**

This Agreement shall enter into force upon signature and deposit by the Donor of the first payment to be made in accordance with the schedule of payments set out in Article I, paragraph 2 of this Agreement.

IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in two copies.

For the Donor

For the United Nations Development Programme

Name:
Name:
Title:
Title:
Date:
Date:
CONSORTIUM APPEALS PROCESS GUIDELINES

[As endorsed by the Inter-Agency Standing Committee on 13 April 1994]

A. INTRODUCTION

The Consolidated Appeal is one of four main components of General Assembly Resolution 46/182 provided to the Emergency Relief Coordinator [ERC] to promote effective and appropriate responses to emergencies. As envisaged in General Assembly Resolution 46/182, the ECOSOC Agreed Conclusions of Summer Session 1993, General Assembly Resolution 48/57 and based upon extensive consultations with the Inter-Agency Standing Committee membership, the Consolidated Appeal Process [CAP] should serve:

1. To facilitate a coordinated response by all those involved in meeting emergency needs throughout the course of an emergency by:
   a) ensuring that priority actions are focused upon those in greatest need of humanitarian assistance;
   b) integrating to the extent possible, humanitarian activities to promote cost effective and efficient relief and recovery activities and to avoid duplication;
   c) promoting, through the process of consolidation, closer collaborative emergency responses amongst all relief and recovery actors;
   d) strengthening the capacities of governments and national authorities of emergency-affected states to handle emergency relief and recovery.

2. To provide an appeal through which resources are mobilised to implement programmes to meet the needs of people affected by complex or major emergencies in a manner that illustrates clearly the total range of needs and its relationship with the plans and appeals of the actors involved.

B. ASSUMPTIONS AND DEFINITIONS

1. The following recommendations use the definition of the Consolidated Appeal Process (CAP) adopted by the Inter-Agency Standing Committee (IASC) on 5 July 1993, namely, that the CAP is a programming process through which national, regional and international relief systems (including UN operational agencies; and, where appropriate to the situation, the International Committee of the Red Cross (ICRC), the International Federation of Red Cross' and Red Crescent Societies (IFRC), the International Organization for Migration (IOM), NGOs, bilateral donors as well as appropriate national and regional structures) are able to mobilise and respond to selective major or complex emergencies that require a system-wide response to humanitarian crises.

The preparation of the UN appeal document, per se, is one of five components of the Consolidated Appeal Process.
2. The use of the CAP is principally to meet the demands of "major" as well as "complex emergencies". Both major and complex emergencies are generally acknowledged to be those which exceed the mandate and/or capacity of any agency and are deemed to require a system-wide approach. The determination of a complex or major Emergency will be made by the Inter-Agency Standing Committee (IASC), led by the Emergency Relief Coordinator. It is assumed that, as is the case for most international responses to disasters and emergencies, the initial request for assistance of a complex or major emergency will come from the Government of the affected country.

3. The CAP is principally a process in response to a major or complex emergency in one or more countries. The process will whenever possible be guided and coordinated by the country or countries concerned, with the assistance of agreed coordination mechanisms of the regional and international community.

4. In light of the importance of national coordination, the agencies/organizations as members of the IASC, led by the Emergency Relief Coordinator, will undertake measures to support the in-country coordination structure through the provision of resources as well as personnel on a short-term or longer-term basis, depending upon the requests of the in-country coordination structure.

5. The Consolidated Appeal Process will be triggered upon receipt from a country and after consultation with the IASC, in close collaboration with the UN Secretary-General's office, through the ERC. The ERC will facilitate all aspects of this process to enable the IASC structure to function in an action-orientated manner which reflects the increased collaboration of ICRC, IFRC, IOM and NGOs.

C. THE FIVE MAIN STAGES OF THE CAP: AN OVERVIEW

The Consolidated Appeal Process is a continuum from initial disaster planning through to post-appeal activities, including resource mobilisation. For the purpose of these guidelines, five stages have been identified:

1. PRE-DISASTER PLANNING
2. ASSESSMENT OF NEEDS
3. STRATEGIC PLANNING
4. APPEAL FORMULATION
5. POST-APPEAL ACTIVITIES
1. PRE-DISASTER PLANNING

Complex and major emergencies do not occur suddenly. Most commonly, they stem from the accumulative effects of natural phenomena as well as from breakdowns of political processes, including conflict, which threatens the survival of affected populations. Complex emergencies are often linked to natural calamities, e.g., drought, which compounds the intensity of a humanitarian crisis. It is essential that the international community be in a position to react in a timely and appropriate fashion. Therefore, in-country capacity should be strengthened to ensure adequate monitoring, early warning and preparation for possible/impending humanitarian crises.

Action Guidelines

i) In countries where a complex emergency may develop, crisis monitoring and preparation for emergency relief management should be ongoing activities under the responsibility of the in-country coordination structure.

To monitor evolving developments, the coordination structure should establish an information source network including UN agencies, NGOs and relevant government bodies. The Disaster Management Team (DMT) will assist in the arranging of disaster management training, elaboration of emergency relief plans and other preparatory measures and keep the international community regularly informed.

ii) To keep abreast of developments, delegated country representatives should communicate regular updates on potential crises and preparedness activities to the concerned units at their headquarters, which should inform the ERC as well as other members of the IASC and other interested parties.

Regular updates regarding the potential emergencies and measures to be taken, including contingency plans, are of utmost importance for timely intervention to halt or reduce human suffering resulting from a looming complex emergency.

iii) The ERC should provide support to the in-country coordination structure to carry out the role of monitoring.

When so requested by the DMT, the ERC should assist by strengthening the in-country coordination structure and by helping in the preparation of strategic planning, to prepare for assessment missions. Whenever needed, the ERC should seek the necessary resources, including the seconding of appropriate personnel from other UN agencies and operational organizations.

2. ASSESSMENTS

Assessments are a means of identifying and prioritising needs in an emergency to meet the critical requirements of those most directly at risk. Assessments rely on a clear appreciation of the evolving situation in-country, and for this reason should be part of a regular review process undertaken through the coordination structure by in-country assessment teams. In so saying, it is fully recognised that there are organisations specifically mandated to undertake specialised assessment missions which, due to such factors as agricultural cycles, will be solely responsible for determining when mandated
assessment procedures would be implemented. Furthermore, despite the principal role and responsibilities of the field staff, there will be situations when external assessment teams would be required to:

- provide extra capacity and experience to augment that of the field to carry out needs assessments and develop coordination structures;
- enhance the credibility of assessments and, in so doing, mobilise international attention and support more effectively;
- work with the DMT to minimize the effect of competing relief needs and/or interventions which may exist, and facilitate the prioritization process.

**Action Guidelines**

i) Assessments should provide a comprehensive picture of the emergency situation and overall relief requirements.

Assessments need to reflect precision and a level of detail which necessitates collaboration amongst all relief partners, particularly those that work at the "grass-roots" level on a day-to-day basis.

ii) Inter-agency field assessment missions should be mobilized and prepared, including the drafting of terms of reference with participating agencies and organizations, through the in-country coordinating structure of the affected country.

iii) The composition of field assessment teams, both in-country and external, should reflect the particular nature of the emergency being addressed. It should include representatives of relevant Governmental bodies, the office of the Resident Coordinator, UN agencies and other intergovernmental organisations, donors and NGOs which are, or will be, involved in emergency assistance and which are able to supply personnel who possess appropriate knowledge and experience.

iv) When external assessment missions are requested by the in-country coordination structure, participants should draw extensively from locally available knowledge, competence and perspectives. Overall guidance of such missions should remain the responsibility of the organization that fields the mission.

v) When deemed by the DMT to be necessary, external assessment teams should include members who are capable of remaining in-country at the conclusion of the mission to support in-country coordination efforts, including establishing coordination mechanisms in the initial stages of the emergency until more permanent structures are developed, and also to assist with the development of the strategy and subsequent appeals where appropriate.

vi) The ERC will act, in cooperation with other UN agencies and relief organizations, as a focal point for the systematic pooling, analysis and dissemination of comprehensive information on relief needs on affected populations presented in assessment reports.

**INTERIM APPEALS AND USE OF EMERGENCY FUNDS**
An interim appeal is intended to generate emergency funds to initiate urgently required emergency resources prior to the finalization of an consolidated inter-agency appeal. It is fully recognised that an interim appeal should be but one of several measures used to garner urgently required resources. Yet, as one such measure, an interim appeal will normally be based upon indicative figures which will be adjusted during the planning of the strategy and the inter-agency consolidated appeal.

To support urgent funding needs, the Coordinator, on the advice, inter alia, of the assessment missions, may request that funds from the Central Emergency Revolving Fund (CERF) be used to meet interim appeals' requirements in order to enable those agencies and organizations in-country, without available resources, to respond rapidly to an unusually urgent situation.

**Action Guidelines**

i) All inter-agency interim appeals will be coordinated through the in-country coordination structure following agreement with the IASC membership.

ii) The interim appeal and the resources mobilized through it would be reflected in the in-country strategy and subsequently incorporated into inter-agency consolidated appeals.

iii) Individual agencies may also wish to respond with their own interim appeals, particularly where an emergency directly involves their mandate. Interim sectoral appeals launched by an agency will be issued in consultation with the Coordinator, the IASC and OCHA, based on the following procedures:
   
   a) An agency's intention to issue an interim appeal for an updated appeal addressing the partial needs of such a situation must be brought to the attention of the Emergency Relief Coordinator, prior to its issuance.

   b) The Emergency Relief Coordinator will have to be satisfied that it falls within the agreed parameters of prioritized needs, and that it is consistent with germane activities of other agencies.

   c) In the foreword or introductory section of such interim or updated appeals, reference should be made to the fact that the interim or updated appeal forms part of a specific consolidated appeal process, and the inputs of either interim or updated appeal will be incorporated into the consolidated inter-agency appeal.

3. STRATEGIC PLANNING

An integral part of the consolidated appeal process is the strategic plan which should clearly define the objectives of the proposed relief programme, the relief programme's linkage to longer-term rehabilitation and development requirements and means to address root causes with special attention to vulnerable groups. The strategic plan should also reflect specific ways in which relief programmes' operations will be implemented, including the roles and responsibilities of organizations involved in the process.
The strategic plan should provide the blueprint on which all agencies and organizations agree to work together to meet agreed prioritized, survival requirements and urgent humanitarian needs. The strategic plan, therefore, becomes a critical tool of coordination and an essential component of the relief-to-development continuum.

Recognizing that complex emergencies in particular evolve extremely rapidly and therefore involve rapidly changing needs, the strategic plan will be subject to regular reviews and evaluations in response to changes in circumstances.

The strategic plan will form the basis for the formulation of the consolidated inter-agency appeals, and, where deemed appropriate by other relief partners, the basis for their own appeals. Such information could be presented in the form of a spreadsheet matrix, or other analytical formats. The strategic plan should:

1. Provide written analysis of those factors that contributed to the emergency, including political, ethnic, and economic factors, as well as those factors that may affect the provision of relief;

2. Provide an account of activities of bilateral donors, ICRC, IFRC, other IGOs, and NGOs as well as make reference to related disbursements from the CERF;

3. Provide a clear description of emergency needs, a forecast of future needs drawn from the needs assessments carried out by relief partners in-country and an analysis for responding to these needs and in which priority;

4. Provide a precise indication of the roles, mandates, and intended involvement of relief organizations in the emergency. The presentation would clearly show the activities of each relief partner in terms of:
   - current and planned activities (with planned timing);
   - sectoral activities e.g., water, shelter, food distribution;
   - geographical region;

5. Provide agreement of the principles and modalities on which aid is to be delivered

6. Include the Terms of Reference of the Coordination Unit, where necessary and according to previous models and how it plans to function;

7. An agreement on a code of conduct between participating relief organizations which would outline the broad parameters of behaviour in the operation. It should be recognised that inappropriate actions of some individuals and organizations affect the security of others;

8. Agreement on logistical and administrative modalities e.g., levels of payment to national staff, agreement of procedures of entering sensitive areas, radio and communication protocols, flight clearances, representation to government, and access to sensitive areas;

9. Provide guidelines on linkages to the relief-to-development continuum. In particular it should be recognised that the way a relief programme is carried out
directly affects the rehabilitation activities which follow. Rehabilitation can be both a phase which follows relief and also include activities which can function in parallel to relief interventions. Thus, many relief activities can be designed in a nature that enhances linkages to later rehabilitation work;

- provide a framework for the formulation of appeals, not only of UN agencies but also of other agencies. In so doing, the strategy plan should demonstrate that the inter-agency consolidated appeal fits into a comprehensive and coordinated strategy;

- Advocate the principles of neutrality and impartiality and should explain linkages with political and military components of the operation where relevant;

**Action Guidelines**

i) As part of the Consolidated Appeal Process, a strategic plan would be drawn up in-country. It would be the task of each participating organization to ensure that its programme is cleared with its headquarters and that its representatives in-country possess the authority to make decisions and commitments. Alternatively, participating agencies may wish to send appropriately trained experts to help perform this task.

ii) The strategic plan needs to be formulated at the very early stages of an emergency, be based upon inter-agency assessments, and should be founded on regular discussions between participating relief partners to enable collaboration and agreement on its various components.

iii) In order to ensure that the full capacity of the international system is brought to bear on the "relief-to-development continuum", other relevant organizations such as UNICO, UNESCO, IOM and Bretton Woods Institution should be invited to participate where relevant to the strategic planning process.

4. **CONSOLIDATED INTER-AGENCY APPEAL**

The consolidated inter-agency appeal derives from the assessment and the strategic plan. The main task of the team which prepares the appeal is to develop a set of funding requirements which are based on what is needed to meet the strategic plan's most urgent components. These components must reflect prioritised needs and, whenever possible, integrated activities. As the initial appeal refers to the situation and needs at one point in time, it will, therefore, require a process of regular adjustment.

Normally the in-country coordination structure should have the capacity to draft the initial appeal. However, the coordinator may request external assistance in order to:

- finalise projects to be included in the appeal by the appealing agencies;

- compile relevant documents and prepare for distribution to the interested donor community;

- resolve differences which occur in the field over the prioritising and integrating of
activities;

• undertake project costing exercises.

**Action Guidelines**

i) OCHA will consult closely with operational agencies both at in-country and headquarters levels to ensure that consolidated inter-agency appeals achieve the objectives of prioritization and integration.

In instances where consensus cannot be reached about the relevance of UN agency activities to meet these objectives, the operational agencies have requested the ERC and the ERC has agreed to act as arbiter to ensure that a solution would be forthcoming and that the prioritisation and integration objectives of consolidated inter-agency appeals would be met while giving due consideration in relevant circumstances to the concerns of the host Government.

ii) Volatility and rapid change are features of most complex emergencies. Operational agencies, individually or collectively, may therefore find it necessary to revise consolidated appeals periodically to meet new needs.

In such cases, the agency or agencies will work closely with the ERC to ensure that revisions are consistent with the overall objectives of the initial appeal, and that changes in financial and resource requirements are linked to the initial appeal in a manner that will reflect overall coherence. Such individual revisions would normally result in a subsequent revision of the overall Consolidated Inter-Agency Appeal.

iii) Non-UN agencies should be able to request resources directly through the appeal, where their programmes are linked, directly or indirectly, to the operations of UN agencies and consistent with the strategic plan.

iv) Appeals should, whenever possible, aim to be finalised in-country with minimal alterations at headquarters level. It is imperative that in-country representatives have the capacity to make decisions, whenever possible, on behalf of their individual agencies.

v) The modalities for launching of individual appeals will be agreed with the ERC on a case by case basis in consultation with the concerned Government and the IASC membership.

5. **POST APPEAL FOLLOW-UP ACTIVITIES**

**REPORTING - Situation Reports**

Situation Reports should be prepared by the coordination structure, and would aim to give a regular update of the situation, major trends and new or diminishing relief needs. Such a report would be submitted on a regular basis - according to the situation - and be available to all appropriate members of the relief community. The situation report would include financial tracking information where it was considered appropriate. OCHA may issue, inter alia, resource mobilisation reports in consultation...
with the agencies, to target international attention on met and unmet resource requirements.

It is important for the planning of humanitarian operations that financial tracking information include, not only resources allocated to UN agencies and other IGOs (IOM) but also to ICRC, NGOs and funds provided bilaterally for humanitarian activities in the key sector or areas covered by the appeal.

**Action Guidelines**

i) The frequency of situation reports will be determined on a case by case basis between the IASC and the in-country coordination structure.

ii) The issuing of these reports should rest with the ERC, in consultation with the in-country coordination structure.

iii) Responsibility for "clearing" report information with agencies should be undertaken by agency representatives in-country with their respective headquarters.

iv) Reports should provide an overview of the situation and major developments of the humanitarian situation including donor contributions. Hence, they should avoid reporting in any detail on individual agency programmes, which would be the task of individual agencies based upon their mandates and specific programmes.

v) These reports should be provided regularly to Governments, UN agencies, NGOs and donors.

**THE PRINCIPLES OF PRIORITIZATION IN THE CONSOLIDATED APPEAL PROCESS**

Two fundamental principles underline the "Consolidated Appeal Process": integration of agency activities and prioritisation. This brief note concerns the latter, namely, prioritisation.

Both the July 1993 ECOSOC Agreed Conclusions and GA Resolution 48/57 reiterate the primary importance that member states give to the concept of prioritisation. However, it is recognised that different agency mandates result in differing concepts of prioritisation even in the context of emergency relief but there is a clear need to reconcile the imperatives of mandates with those of prioritisation.

The "Consolidated Appeal Process", as reflected in drafts and comments, since first presented to the IASC-Working Group and subsequently to the IASC, seeks through its section on "strategy" to demonstrate how emergency relief activities are to be linked to those of rehabilitation and development. The appeal section, however, per se, focuses upon urgently required relief needs, while the strategy section paves the way for subsequent agency actions for recovery and development programmes.

Within the appeal section, those elements that are essentially required for survival needs or which help re-establish a part of the infrastructure that is necessary to deliver emergency assistance or reduce dependency on food aid and other emergency aid should frame the concept of prioritisation. The appeal section must not be used as a "shopping
list" for what should either be normal programme activities or actually be accomplished within the time frame of the appeal. The criteria for priority inputs in consolidated inter-agency emergency appeals are outlined below:

[1] While overall estimates of emergency requirements, by sector and sub-sectors, can be used as background information, the emergency components selected for inclusion in the appeal for which funding is actually requested must meet the following criteria:

1. demonstrated relationship to survival requirements of identified group/s of severely affected people including refugees and IDPs;

2. demonstrated delivery and implementation capacity by the concerned agency to procure and deliver inputs:
   i. within the time frame of the appeal;
   ii. according to specific nature of the input, e.g. seeds depending upon agricultural cycle.

[2] Inclusion of rehabilitation activities and inputs must meet the following criteria:

1. demonstrated functional/supportive relationship to relief interventions such as:
   i. eg, repair or construction of infrastructure such as roads, bridges and ports, demining, aircraft hire and similar;
   ii. restoration of essential facilities, [e.g., provision of potable water, basic health care infrastructure, cattle vaccination, shelter];
   iii. costs of administration, monitoring etc. that are directly related to [1] i. above

2. demonstrated agency capacity to procure, deliver and distribute required inputs and ensure implementation within the appeal time frame.

3. demonstrated in-country capacity to develop for and maintain the infrastructure required to undertake rehabilitation activities and meet delivery and distribution targets within the appeal time frame.
1. **Purpose**

The purpose of these standard operating procedures is to provide all of the participants in budget formulation a panoramic view of the process, and a detailed description of the sequence of actions and the roles assigned to each Department and Office involved in developing the Mission budget. This SOP should be read in conjunction with the SOP for mission planning. The final budget document is the culmination of a process that depends on the active engagement of both administrative and substantive personnel in Headquarters and the field, and should embody the strategy developed by the Office of Operations, regarding the overall priorities and objectives for the Mission, as well as the technical and administrative advice, guidance and coordination provided by the Office of Mission Support.

2. **A brief description of roles of Offices and Departments**

2.1. Under the Department of Management, the role of the Peacekeeping Financing Division of the Office of Programme Planning, Budget and Accounts (OPPBA) in the budget formulation process is to establish policies, procedures and methodologies for the estimation of requirements and to provide policy guidance; to prepare and present to the legislative bodies the SG’s proposals for budgets and other administrative and budgetary matters relating to peacekeeping missions; and, to monitor cash-flow and cash requirements of peacekeeping missions. The Office of the Treasurer is responsible for opening bank accounts and monitoring all issues related to bank accounts and deliveries of cash to peacekeeping missions. The Finance Management and Support Service of DPKO serves as the focal point for all financial and budgetary management issues in the Department and in the peacekeeping missions; to provide guidance and clarification to missions on budget-related issues to ensure effective resource management and control; and, to manage advance funding authority, including commitment authority, in support of new and expanding missions. FMSS ensures that budgetary proposals are brought to the attention of DPKO units that have a stake in guiding the mission in carrying out its mandated activities. FMSS then incorporates the views and comments of the various DPKO units into the comments forwarded to the Controller for inclusion in any proposal presented to the legislative bodies. All issues of a budgetary or financial nature requiring action by, or a decision within, the Department of Management should, unless otherwise dictated by the Financial Regulations and Rules, be first directed to FMSS for review and consideration.

2.2. The peacekeeping mission is a self-accounting entity fully responsible for the execution of its budget, and programmes activities and certifies expenditures under its delegations of authority from the Department of Management. During the initiation phase of a new mission, there is typically no established administration to exercise this function. The Office of Mission Support develops the budgets and manages the allotments until the mission has been established and has the capacity to assume the responsibility for the management of the full range of administrative functions.
3. **Commencement of the budget formulation process**

3.1. The budget formulation process begins with the preparation of a report to the Security Council, or with consultations with the Security Council or its President, concerning a conflict situation and the related security or humanitarian issues that may lead to the eventual authorization of a United Nations presence. In some cases, this process may begin when DPKO has begun its contingency planning for a new operation, even though the formal establishment of such a mission is not imminent. The Security Council may adopt a resolution requesting further review by the Secretariat to enable it to consider authorizing a possible mandate for a peacekeeping mission. DPKO then begins the formulation of a concept of operations for the new mission under the guidance and coordination of the Office of operations, and a technical survey mission is then deployed to the conflict area, under the leadership of DPKO.

4. **Technical Survey Mission**

4.1. The main purpose of the Technical Survey Mission is to gather information on the actual conditions in the proposed area of deployment to permit an informed and accurate assessment of the operational requirements for subsequent deployment. The Technical Survey Mission is normally comprised of planning personnel from the Office of Operations; Logistics Support Division (LSD), including experts in such areas as transport, air operations, engineering, supply and logistics operations; the Personnel Management and Support Service (PMSS), including personnel managers to evaluate the availability of skilled labor, working and living conditions, compensation and subsistence issues; the Finance Management and Support Service (FMSS), to evaluate banking services, currency issues and the possibility of common services arrangements with other international organizations; the Military Division (MD), for planning roles, profiles and requirements for Military Observers and troops to be provided by Member States; the Civilian Police Division (CPD), for planning requirements for civilian police, including formed units; and, if appropriate, the Mine Action Service (MAS), if there is a threat of land mines or unexploded ordinance (UXO). The Technical Survey Mission is led by DPKO, which may include personnel from other Departments whose inputs may be necessary at this early stage, such as the United Nations Security Coordinator (UNSECOORD). The work of the Technical Survey Mission may require the successive deployment of a number of smaller teams, depending on the circumstances of the proposed mission area.

4.2. Funding for the deployment of the Technical Survey Mission is identified in consultation with the Controller. The report prepared by the Technical Survey Mission is essential to the budget formulation process as it covers the prospective mission’s overall logistics support concept, an assessment of the country’s infrastructure and the local or regional availability of equipment, supplies and services. Recommendations are provided regarding the availability of transportation facilities, communications, engineering (premises and infrastructure) and requirements for specialized equipment that will be required.

5. **Concept of Operations**

5.1. The Office of Operations of DPKO formulates a concept of operations for the objectives, modus operandi and activities of the Mission and the role of other United Nations entities, regional organizations, and other actors in the region and country in which it is to be deployed. Planning for the concept of operation may commence in the Office of Operations well before the Security Council has adopted a resolution. An outline of the concept of operation should be included in a report of the SG to the Security
6. **Operational Plan**

6.1. The operational plan is a comprehensive strategic approach to implementing the concept of operations under a mandate authorized by the Security Council. A Headquarters Planning Team is established under the leadership of the Office of Operations to elaborate the operational plan, and includes technical and logistics planning and support personnel assigned from Headquarters offices and from existing peacekeeping missions, and may be constituted prior to the deployment of the Technical Survey Mission. The report of the Technical Survey Mission forms the basis for the development of the logistics concept of the operational plan as well as the initial budgetary requirements. The Headquarters Planning Team, chaired by the Office of Operations, comprises personnel from the following areas:

6.1.1. **Office of Operations (OO),** whose personnel take an active role in integrating the strategic guidance for the concept of operations into the operational plan for the new or expanding mission, and ensuring that the political objectives of the Department and the mandate are central in the development of the mission structure, size and profile. The ASG/OO may chair the meetings of the Headquarters Planning Team or delegate this responsibility to a senior Political Affairs Officer of the Office of Operations.

6.1.2. **Logistics Support Division (LSD),** from each functional area, to review requirements, propose budgetary provisions and make determinations concerning the mission structure, in terms of staffing levels, responsibilities and institutional arrangements, required to establish a new mission or expand the capacity of an existing mission including:

6.1.2.1. **Communications and Information Technologies Section,** to review requirements and strategies for the implementation of communications networks; equipment requirements; commercial communications; software and office automation equipment;

6.1.2.2. **Transport Section,** to formulate the initial vehicle establishment and workshop and maintenance facilities requirements for the new or expanding mission; to determine the technical specifications for the range of needed vehicles; and, to make recommendations as to the specifications of contingent-owned vehicles and related equipment that may be necessary;

6.1.2.3. **Air Operations,** to review requirements for airlift of personnel and equipment, including contingent-owned equipment, to the mission area; to survey airports and aviation services; to evaluate potential aviation safety issues in airport facilities and approaches to the proposed mission area;

6.1.2.4. **Engineering,** to evaluate, develop specifications and make budgetary estimates for offices; the accommodation of government-provided personnel; utilities, including water, electricity, and generators; certain categories of contingent-owned equipments; and to review facilities such as airports, seaports and roads.

6.1.2.5. **Supply Section,** to review the requirements for expendable and perishable supplies and office equipment; the availability of contractual suppliers of hard and fresh rations, general supply items, fuel and office equipment; to advise on the suitability of utilizing other managerial services
and to assess local facilities and services in the areas of warehousing, storage, customs-clearance and distribution.

6.1.2.6. Medical Unit, to review requirements on the basis of existing medical facilities and to determine unique factors of the proposed mission area.

6.1.3. Personnel Management and Support Service (PMSS), to elaborate profiles of mission personnel for recruitment purposes; review and make recommendations concerning proposals for the mission structure and levels of staffing; to review and make recommendations concerning proposals for the category and grade of specific posts; to explore possibilities for partnerships in deploying personnel with the UN Volunteer Programme and other UN agencies and Offices involved in the new or expanding Mission, such as UNHCR, OCHA and UNDP; identify areas where human resources can be outsourced; make recommendations concerning the level of delegation of authority for recruitment to be granted to the new or expanding mission. The compensation of local recruits and MSA levels for civilian personnel may need to be considered during the Technical Survey Mission, especially in cases where the proposed mission area does not already have a significant United Nations presence.

6.1.4. Finance Management and Support Service (FMSS), to review and make recommendations concerning mission structure, especially in the area of finance and budget and cost control; to advise on issues of interest to the ACABQ; to make recommendations concerning the presentation of the budget; to identify candidates for key finance positions and budget positions prior to the deployment of an advance team; to make recommendations concern banking and currency issues, in consultation with the Treasurer, when necessary; to advise on the needs for physical security of cash in vaults and in transit; and to make estimates for the requirements for contingent-owned equipment.

6.1.5. Military Division (MD), to review and make recommendations concerning the roles, size and structure of the mission components comprising troops, military observers, military liaison officers and staff officers, and to advise on requirements for contingent-owned equipment (COE). The Military Division produces a military strategic estimate and develops military options through the development of a military operational level estimate. The Training and Evaluation Service of the Military Division will provide inputs concerning the requirements for training of military personnel in the new mission.

6.1.6. The Civilian Police Division (CPD), to review and make recommendations concerning the roles, size and structure of the mission components comprising civilian police and formed units, and the requirements for contingent-owned equipment for formed police units.

6.1.7. The Mine Action Service (MAS), to review and make recommendations concerning the requirements for mine-action resources and the division of responsibilities between military operational and humanitarian mine action.

6.1.8. The Security and Safety Service of the Department of Management, to advise on the availability of locally-contracted security services and to prepare an overall assessment of the security situation confronting United Nations personnel and property in the mission area, including mission Headquarters and
regional or district offices.

6.2. DPKO, in response to recommendations of the Brahimi panel, has stressed the importance of improving internal coordination during the planning of new missions. The concept of the Integrated Mission Task Forces has been developed to provide this coordination. A concept for the IMTF may be found in paragraphs 52–63 of the SG’s report A/55/502. The IMTF will normally be formed to coordinate the planning and operational activities related to the implementation of the operational plan during critical start-up or expansion phase of the Mission, and may meet on a daily basis at this time.

6.3. Concurrent with the development of the operational plan and the military strategic estimate, negotiations with troop contributors for the arrangements for contingent-owned equipment (COE) commence in accordance with the guidelines contained in the COE manual. The negotiations with Member States, which are conducted by OMS and MD, under the coordination of the Claims and Information Managements Section/FMSS/ASD, lead to signed Memoranda of Understanding (MOU). The MOU sets the mechanism for the reimbursement for COE (major equipment and self-sustainment categories and medical services), and are legal agreements with troop-contributing countries (TCC). While the negotiations may begin prior to the adoption of a Security Council resolution, the signing of the MOU cannot take place until the budget has been approved by the General Assembly. Visits by DPKO personnel to potential troop-contributing countries may be conducted to give advice on COE matters prior to deployment to the mission area.

6.4. The operational plan, developed by the Headquarters Planning Team, will be used to elaborate the financial implications, which will include inputs from the report of the Technical Survey Mission, the Divisions and Services of DPKO, and other Departments as necessary, including Department of Political Affairs, Office of the Coordinator for Humanitarian Affairs, the Department of Public Information, and the Office of the High Commissioner for Human Rights. The participation of other departments will depend on the actual mandate of the mission. Based on this information, OMS/DPKO will cost the requirements and, with the concurrence of the Headquarters Planning Team, submit a draft financial implication to the Office of the Controller for review and finalization of the financial implications.

6.5. OMS Divisions and Services provide preliminary estimates of the requirements in each area for the financial implications. LSD will provide the immediate needs for vehicles, airlift and the estimates for equipment and supplies in each major category; PMSS will review the proposed staffing table for the start-up or expansion phase; while FMSS will review the estimates for completeness and include any other requirements. The financial implications are reviewed by OO and then included as an addendum to the Report of the Secretary-General to the Security Council. Following the consideration of the Report, a Security Council Resolution is approved specifying the type of mandate for the new mission or for the expansion of an existing mission. Due to the usually limited time available to the Secretariat in submitting the financial implications to the Security Council, an in-depth analysis and refinement of budgetary requirements is reserved for the initial budget proposal.

7. **Financing Mechanisms**

7.1. Funding for new missions or expansion of an existing mission may be obtained either through a cost estimate containing detailed analytical requirements or through commitment authority to cover a limited time period, pending the submission of a full budget. The Secretary-General may also propose pre-mandate financial commitment
authority prior to the adoption of a resolution by the Security Council, in the context of the Strategic Reserve.\textsuperscript{83}

**Commitment Authority**

7.2. The success and timeliness in establishing a new mission or an effective expansion of an existing mission depend on the availability of sufficient financial resources to meet critical requirements. Due to the limitations related to long lead times required for the procurement of goods and services, and the delays normally experienced from the time the Security Council authorizes a mandate and the General Assembly approves a full budget, interim arrangements for funding are necessary. The ACABQ has endorsed the proposal of the Secretary-General for the establishment of a Strategic Reserve, with a Strategic Deployment Stock to be maintained at UNLB in Brindisi and a mechanism for pre-mandate financial commitment authority, to address these limitations. Commitment authority provides financing of peacekeeping missions until a budget is formally approved, or, if necessary, until a new commitment authority has been approved. There are three avenues for obtaining funding for this purpose:

**Financial Rule 110.6**

7.3. For immediate requirements which are exigencies in nature, the Controller can exercise his authority, granted under the above-referenced Financial Rule to approve a ‘commitment authority’, when it is necessary in the interest of the United Nations. In this regard, the Controller will act on a request from the Assistant Secretary-General, OMS. The request will contain a proposal for distribution of funds by major line of expenditure.

**General Assembly Resolution 49/233**

7.4. In addition to the commitment authority that the Controller may approve, the Secretary-General is authorized, with the prior approval of the ACABQ, to enter into commitments not exceeding $50 Million (inclusive of any commitment authority already approved by the Controller). The financial implications that were developed for the information of the Security Council, described above, serve as the basis for the request to the Controller for financial commitment authority. The Controller then presents a request to the ACABQ for such commitment authority, which will contain general justification by the major budget lines of expenditure; however, the ACABQ may request additional information on staffing, procurement and other areas prior to its approval of the commitment authority. The establishment of a Strategic Reserve will expand the facility of commitment authority to include the period prior to the adoption of a mandate by the Security Council, i.e., pre-mandate financial commitment authority. Such authority will be subject to ACABQ concurrence and the established ceiling of $50 million.

7.5. In instances where the cost of new or expanded activities exceed current levels of commitment authority granted to the Secretary-General and to the ACABQ, the General Assembly, upon the recommendations of the ACABQ, may approve additional commitment authority in excess of $50 million, pending the approval of a full or initial budget by the General Assembly. It should be noted that in the case of the granting of pre-mandate commitment authority, additional commitment authority cannot be requested from the General Assembly until an initial six-month budget proposal has been presented to the General Assembly. The Secretary-General will submit a summary of the cost estimates by major expenditure groups to the ACABQ for review and recommendation,

\textsuperscript{83} The Report of the Secretary-General on the concept and implementation of the Strategic Deployment Stocks, in which the modality of the pre-mandate commitment authority is elaborated, was submitted to the ACABQ on 13 March 2002, and has yet to be considered by the General Assembly.
and will provide additional information and clarification to the Fifth Committee as necessary.

8. **Detailed Cost Estimates**

**New and expanding missions**

8.1. After completion of the financial implications and the granting of the commitment authority, attention is then focused on the detailed cost estimates, which are prepared in Headquarters with the support of the planning team formed for this purpose. In the case of pre-mandate commitment authority, the Controller should submit an initial budget for the first six months of the new or expanding mission to the General Assembly within 30 days of the adoption of the Security Council resolution. FMSS/ASD coordinates additional inputs from the key partners in the process, such as the technical survey team, LSD, PMSS/ASD, MD and CPD, and validates the information originally provided in the financial implications for continued relevance. The initial cost estimates should be reviewed by the Office of Operations to ensure they reflect the latest strategic direction, and the updated operational plan. The structure of the mission and the staffing table should be reviewed again by PMSS/ASD, which provides advice on the number, levels, categories and sources of personnel for the new or expanding mission.

8.2. Consolidated budgetary requirements prepared by OMS (FMSS), and duly consulted with all involved, are reviewed by OO and subsequently submitted to OPPBA under the signature of the Under-Secretary-General of DPKO. The initial review by PFD/OPPBA often results in requests for additional information or further clarification during the preparation of the budget document. The responses to these requests are coordinated by FMSS/OMS and should not be made directly to OPPBA by other Headquarters Offices or by the Mission. A final draft is given to FMSS, which distributes it to DPKO and mission personnel active in its preparation for review prior to submission to the Advisory Committee on Administrative and Budgetary Questions (ACABQ) to identify any errors or inconsistencies. The Controller submits the final budget document to the ACABQ, preferably six weeks prior to its scheduled consideration of the document.

**ACABQ review and approval**

8.3. The Controller, on behalf of the Secretary-General, introduces the document to the Advisory Committee in closed session and provides a summary of the budget contents, as well as any relevant financial information concerning appropriations, assessments and any previous commitment authority. The Chief of FMSS represents OMS/DPKO during the budget deliberations, and the responsible Political Affairs Officer or Director represents OO/DPKO. The ACABQ will consider the cost estimates in the context of the most recent political report of the SG. In the case of new and expanding missions, the SG’s report containing the concept of operations will be critical to the favorable consideration of the cost estimates. The representatives of the Office of the Controller, OMS and OO, and other officials as appropriate, including mission personnel, if available, will address the questions raised by the Advisory Committee. Queries that require further research and elaboration, as well as specific requests for written reply, will be coordinated by FMSS and submitted by the Chief of FMSS to PFD/OPPBA, who will forward them officially to the ACABQ Secretariat. The ACABQ, upon completing its review and consideration of the budget document, will issue a report on its observations and recommendations to the Fifth Committee of the General Assembly. These observations may imply reductions in staffing or material resources available to the Mission.
8.4. In formal session of the Fifth Committee, the Controller introduces the budget document and the Chairman of the ACABQ introduces the related report of the Advisory Committee. The Fifth Committee then assigns the budget document as an agenda item to a Chairperson for the informal consultations. The informals consider a draft financing resolution produced by the Fifth Committee Secretariat. Members of the Fifth Committee discuss the budget document and pose questions to the Secretariat, represented by the Director, the Section Chief and the desk officer from PFD and the Service Chief, the Section Chief and the desk officer from FMSS. Representatives of OO, PMSS and LSD may be requested to address specific issues before the Fifth Committee. Queries requiring a written response are again coordinated and prepared in FMSS.

8.5. It should be noted that if modifications to the budget are recommended by the ACABQ, and endorsed by the Fifth Committee, there is no subsequent reworking of the budget document to reflect the changes. The budgetary implications of the modifications are communicated to the Head of Mission, or to the Headquarters Planning Team, and a proposal for a reduced allotment and/or a reduced staffing table is developed in close coordination with FMSS. This proposal is then forwarded by FMSS to the Controller for his review and approval. The Headquarters Planning Team, or the Head of Mission, if one has already been appointed, should carefully consider the consequence of any such reduction on the capacity of the mission to implement the operational plan, and to consider revising the operational plan accordingly.

Sustainment/maintenance budgets of existing missions

8.6. The formulation of the budget in the sustainment phase is the responsibility of the Mission, which has the human resources and expertise in place, and the experience gained in the field, necessary to prepare a budget proposal for the 12-month peacekeeping budget cycle of 1 July through 30 June. The Controller issues his instructions to peacekeeping missions normally at the end of July for the budget period commencing the following 1 July, and establishes time lines for the submission of budget proposals. The instructions are comprehensive and include the electronic forms necessary to elaborate fully the requirements of the mission in the following financial period. The instructions include policy advice relating to the implementation of ACABQ recommendations affecting peacekeeping. Also, the mission must provide information on the implementation of ACABQ recommendations specific to the mission.

8.7. The basis for the estimates contained in the budget submission comprise:

8.7.1. standard costs, taken from the comprehensive list contained in the United Nations Standard Cost Manual for Peacekeeping Operations, which is updated annually by the Finance Management and Support Service of DPKO; or

8.7.2. mission-specific costs, which are proposed by the mission, or by DPKO, as cost parameters specific to the circumstances of the peacekeeping mission concerned, and may relate to historic costs. The mission should take into consideration budget performance data, when available, in the calculation of its requirements for future periods.

8.8. The Chief Administrative Officer, or Director of Administration, has full responsibility for the coordination of the preparation of the budget and its submission to the Controller. It should be underscored that the peacekeeping mission is responsible for the entirety of its budget. The amounts budgeted for disbursement in the field as well as in Headquarters must be fully justified in the field submission, and defended in the legislative bodies during its subsequent review of the mission’s requirements.
8.9. The intent of the budget submission is to obtain an appropriation of funds from the General Assembly, against which the Controller will authorize allotments to the field and to Headquarters for the operation of the mission during a specific period of time. The allotments are issued at the class level, and the Controller has already granted significant flexibility to peacekeeping missions in the administration of their allotments, allowing managers to shift funds within classes without the intervention of OPPBA. This flexibility allows peacekeeping missions to confront unforeseen developments from savings elsewhere in the accounts, and should be borne in mind during the preparation of the cost estimates. In general terms, additional provisions for contingencies and unforeseen requirements should not be included in the budget proposal. Moreover, the Controller is examining further measures to extend the control of the mission over the administration of its allotments, which may be introduced in the allotments in the 2002-2003 fiscal year.

8.10. At the same time the Controller issues the budget instructions, the USG/DPKO issues a mission-specific Strategic Policy Guidance to assist the mission in formulating a budget document that is consistent with the objectives of DPKO. The Strategic Policy Guidance is prepared in the Office of Operations, and the responsible Political Affairs Officer in OO/DPKO provides any needed guidance and consultation to the Mission during the formulation of its budget.

8.11. The CAO/DOA reviews the strategic guidance issued by DPKO and coordinates overall budget strategy with the Head of Mission to ensure that the operational plan will attain the political and strategic objectives for the mission over the course of the 12-month fiscal year. The budget preparation is then undertaken in both the political and administrative/technical sides of the mission. The components of the mission are requested to review their requirements and formulate an operational plan, including objectives and related activities, and their fully justified budgetary proposals. Senior management of the Mission then reviews the proposals of the various components in the context of the operational plan and the strategic objectives for the mission. Decisions on the staffing of the mission, including redeployments of posts and any increases or decreases in staffing levels, are taken and reflected in the revised staffing table.

8.12. The overall narrative of the budget submission should fully and convincingly elaborate the operational plan for the mission in the coming fiscal year. The principal objectives of the mission and the orientation of its activities should be elaborated. Special emphasis should be placed on significant changes in the activities and structure of mission, and their relation to developments in the political environment. Due consideration should be given to the role of activities financed from extrabudgetary sources, such as trust funds, in the context of the operational plan. The Head of Mission enjoys great flexibility in the programming of such activity, and may be able to finance quick-impact and project-oriented activities in addition to those activities included in the assessed budget.

8.13. During this entire process, the mission consults with the Office of the USG, OMS and OO of DPKO, to ensure that the operational plan and budget for the next fiscal year conform to the Department’s objectives in the substantive, administrative and technical areas. During the formulation of the budget submission by the Missions, LSD provides the Mission with guidance templates for each functional area to assist in preparing complete and consistent budget estimates for the coming year. LSD provides the Mission with advice and guidance, on a pro-active basis and on specific issues raised by the Mission.
8.14. The field consolidates the budgetary requirements of the Mission, including those to be administered at Headquarters, and submits its proposed budget, under the signature of the Head of Mission, to the Controller, with a copy to FMSS/OMS. New and expanding peacekeeping missions may be required to submit budget proposals according to ad hoc schedules determined by PFD. The cost estimates are then distributed by FMSS to LSD, PMSS, CPD, MD and OO, as well as any other office whose inputs may be required, e.g., Mine Action Service or DPI. The comments of each of these recipients are received, after at least five working days from their distribution, and are consolidated in a memorandum to the Office of the Controller.

8.15. The review process by OMS and OPPBA follows the same pattern as described above for new and expanding missions. However, during the review of the budget proposal in PFD/OPPBA, the mission’s DOAs/CAOs and the Budget Officers are invited to Headquarters in November to participate in a joint review of the budget with PFD and FMSS. During this review, major points of contention are addressed, and the reasoning behind relevant decisions of the Controller with respect to additional requirements is elaborated. As this meeting takes place several months after the elaboration of the budget by the Mission, the joint review is the appropriate forum for the leadership of the Mission to bring to the attention of the Controller recent political developments in the Mission that may impact on the anticipated budgetary requirements and to propose any necessary changes. The Controller finalizes the budget document and forwards it to the ACABQ Secretariat, preferably at least six weeks prior to its scheduled consideration by the Advisory Committee.

8.16. The process of budget review by the ACABQ and the Fifth Committee of the budget document follows the same steps as for the approval of commitment authority requests. Unlike cases of financial implications or requests for commitment authority, detailed justifications are provided in the budget report and its annexes. The Advisory Committee carries an extensive review of these documents. In the case of maintenance budgets, the DOA/CAO and the Budget Officer represent the Mission, and, when deemed necessary, a representative of the SRSG’s office will give a presentation on the political developments in the Mission and their impact on the budget, and respond to queries raised by ACABQ members. The presence of the CAO/DOA and a senior official responsible for planning and coordination in the mission is essential to respond to the queries of the ACABQ members, as is the presence of the Chief of FMSS and the responsible Political Affairs Officer from the Office of Operations.
TERMS OF REFERENCE FOR EVALUATIONS

Considerations

a. The principal considerations are:
   - The scope and purpose of the evaluation
   - The audience the results are intended for and the specific aspects of the project or programme, on which the audience will expect a report.
   - Evaluation team composition.
   - Duration of the evaluation mission including travel and time on task.
   - Delivery of a preliminary and final report
   - Any requirement for the team to draft a follow on Project Document
   - Publication policy for the final report

b. The evaluation report will usually be made available to national authorities therefore the TOR must be readily translatable into the national language. It should therefore be concise, logical and avoid the use of UN jargon and repetition. The reporting format must be similarly logical.

Sections

c. The TOR should consist of the following sections. A suggested maximum word content is shown against each section.

(1) Background (Maximum 200 words)
Limited to a brief description of the country – geographical and political

(2). The Mines and UXO Problem (Maximum 175 words)
A brief description of the mines and UXO problem

(3). Mine Action In (Country) (Maximum 300 words)
Include details of relevant laws that may have been enacted, the national authority responsible for mine action and the national MAC.

Mention past and current mine action including any operations undertaken by UN Peace Keeping or other foreign and national military forces, bi-laterally or Government funded activities, which have been commercially, and NGO implemented.

Include an outline of the current UNMAS / UNDP strategy and overall objective – both of which are described in the Project Document.
(4) Current Situation (Maximum 150 words)

If there is a project funding crisis or other substantial difficulty, it is important to set out the details clearly but briefly.

(5) Scope (Maximum 100 words)

Is the evaluation to be limited to the UNMAS project / UNDP Support project and its relationship with the national mine action centre, or wider; including other or all facets of the national mine action programme? If the latter, the evaluation will need prior approval of not only the national authority but also all the other participants. These might include: international and national NGOs, other UN agencies, the World Bank, national military forces, visiting military forces and bilateral donors.

d. Objectives (The most important section of the TOR) (Maximum 200 words)

- The objectives must be stated clearly and concisely and might include:
  
  - Evaluation of the role, effectiveness, functionality and structure of the national authority responsible for mine action in terms of ability and capacity to formulate policy and of the MAC (and Regional Offices) in terms of ability and capacity to coordinate / regulate mine action activities.
  
  - An assessment of the current national mine action plan including the degree to which objectives have been met and its overall impact.
  
  - Evaluation of the implementation arrangements under which the national mine action plan has operated and to determine the efficiency and effectiveness of this approach.
  
  - An assessment of the relevance of the Immediate Objectives, Outputs and Activities listed in the Project Document and the degree to which they have been met and resultant impact.
  
  - Review and propose enhancements in the manner in which the UNMAS / UNDP mine action project is being implemented and supported from both a field and headquarters level.

and possibly:

To prepare a new draft UNMAS / UNDP project document.

e. Issues To Be Addressed: (Maximum 400 words)

List them. They might include all or any of the following:

- The status of mine action in the country including the degree to which socio-economic impacts on communities have been assessed and used in task prioritisation.
• National mine action plan results & achievements.
• UNMAS / UNDP Project results and achievements.
• Efficiency of UNMAS / UNDP project management arrangements.
• Effectiveness of the approach.
• Transfer to national capacity.
• Impact and sustainability.
• Resource mobilisation and donor support.
• The role of the Government in mine action activities.
• Coordination arrangements:

f. Methodology of the Evaluation Mission (Maximum 200 words)

Include:

• Details of reference material to which the Evaluation team must have access (provided by the Country Office).
• Identification of main stakeholders with whom the Evaluation team should meet.
• Any restrictions on field visits.
• Responsibility for and details of the logistic support of the Evaluation team.

g. Evaluation Team (Maximum 75 words)

Detail the number of members of the evaluation team including any Government or donor representatives. Include a statement as to the experience required of all members and specify which is to be appointed leader of the team.

It is usual to appoint two specialists – (one with experience of the management of mine action programmes and local capacity building and the other with extensive experience of development project administration – preferably with UNDP) plus at least one senior level national counterpart who should not be a member of the MAC or the National Authority responsible for mine action.

h. Time Frame And Conclusions Of The Mission (Maximum 75 words)

Specify the duration and start date of the Evaluation Mission. It will rarely be possible to mobilise experienced expatriate personnel in less than a month.

State what debriefings are to be held at the conclusion of the Evaluation Mission and the distribution of the final report including whether or not it is to be published on the eMine website.

i. Documents

List the documents to be made available to the evaluation team.
<table>
<thead>
<tr>
<th>ACTION</th>
<th>SUGGESTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔ Draft Note Verbale for Permanent Missions</td>
<td>See Annex 2</td>
</tr>
<tr>
<td>□ Create Point Sheet</td>
<td>See Annex 2</td>
</tr>
<tr>
<td>□ Contact partners</td>
<td>UNDP, UNICEF, WHO, UNOPS, etc</td>
</tr>
<tr>
<td>□ Political and security overview from DPA</td>
<td>Circulate to stakeholders</td>
</tr>
<tr>
<td>□ Draft letter from Director UNMAS to Senior UN Official in-country</td>
<td>Clear through Chief Operations and Chief Policy; Copy to team members</td>
</tr>
<tr>
<td>□ Note Verbale to Permanent Mission</td>
<td>See Annex 2</td>
</tr>
<tr>
<td>□ Terms of Reference</td>
<td>Review with team leader Circulate to team members</td>
</tr>
<tr>
<td>□ Brief team leader</td>
<td>Copy any relevant documentation</td>
</tr>
<tr>
<td>□ Contact team members arrange briefing</td>
<td>Copy any relevant documentation</td>
</tr>
<tr>
<td>□ Contact POC</td>
<td>Inform of mission Request accommodation, interpreters, transport, etc as necessary Request arrangement of meetings, government, UN NGO, military, etc.</td>
</tr>
<tr>
<td>□ MOSS overview</td>
<td>Review MOSS. Check current security phase and MOSS requirements with POC and UNSECOORD</td>
</tr>
<tr>
<td>□ Request funding</td>
<td>VTF</td>
</tr>
<tr>
<td>□ Coordinate travel for team members</td>
<td>Security clearances Medical requirements Visas Flight possibilities Update POC</td>
</tr>
<tr>
<td>□ Debrief Team</td>
<td>Collect any relevant documentation for future reference or use</td>
</tr>
<tr>
<td>□ Draft report</td>
<td>3 weeks after return of team. Review with team leader</td>
</tr>
<tr>
<td>□ Distribute draft report. (10 days allowed for comment)</td>
<td>Resident Coordinator DPA</td>
</tr>
<tr>
<td>□ Distribute final report</td>
<td>All concerned parties after clearance by Director UNMAS. Government, RC, UN agencies, donors and other stakeholders</td>
</tr>
<tr>
<td>□ Publish Final Report</td>
<td>E-MINE</td>
</tr>
</tbody>
</table>
## CHECKLIST – RAPID RESPONSE PLAN

<table>
<thead>
<tr>
<th>ACTION</th>
<th>SUGGESTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>For Peacekeeping missions: contact DPKO/OMS and arrange IACG meeting</td>
<td>Prepare point sheet and country profile</td>
</tr>
<tr>
<td>For Humanitarian missions: IACG meeting</td>
<td>Prepare point sheet and country profile</td>
</tr>
<tr>
<td>Contact partners and POC</td>
<td>UNDP UNICEF WHO UNOPS Copy point sheet and profile Request specialists according to needs</td>
</tr>
<tr>
<td>Terms of Reference for FFT or CT</td>
<td>Annex 2</td>
</tr>
<tr>
<td>MOSS overview</td>
<td>Review MOSS. Check current security phase and MOSS requirements with POC and UNSECOORD</td>
</tr>
<tr>
<td>In conjunction with UNOPS, determine equipment requirements for team members</td>
<td>Annex 2</td>
</tr>
<tr>
<td>Arrange Travel for team members</td>
<td>VTF</td>
</tr>
<tr>
<td>574. Request funding for any expenses</td>
<td>575. VTF</td>
</tr>
<tr>
<td>Debrief Team</td>
<td>Collect any relevant documentation for future reference or use</td>
</tr>
<tr>
<td>Final report</td>
<td>Review with team leader</td>
</tr>
<tr>
<td>Distribute Final Report</td>
<td>All concerned parties after clearance by Director UNMAS</td>
</tr>
<tr>
<td>Publish Final Report</td>
<td>E-MINE Relevant Agencies Relevant Donors</td>
</tr>
</tbody>
</table>
## CHECKLIST - TA BRIEFING

<table>
<thead>
<tr>
<th>ACTION</th>
<th>SUGGESTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Background</td>
<td>- Brief history of the conflict and/or reason for mine contamination</td>
</tr>
<tr>
<td></td>
<td>- Summary of UN involvement up to the assessment</td>
</tr>
<tr>
<td></td>
<td>- Review the assessment report, clarify the recommendations</td>
</tr>
<tr>
<td>□ Stakeholders</td>
<td>- Relationships and interactions</td>
</tr>
<tr>
<td></td>
<td>- Policies and the organizational philosophy of stakeholders and their expectations.</td>
</tr>
<tr>
<td></td>
<td>- Potential conflicts between stakeholders</td>
</tr>
<tr>
<td></td>
<td>- Sectors of responsibility</td>
</tr>
<tr>
<td></td>
<td>- Key donors</td>
</tr>
<tr>
<td>□ Strategic Objectives</td>
<td>- Agree on the strategic objectives to achieve in a given period of time and their indicators of success:</td>
</tr>
<tr>
<td></td>
<td>- NMAA</td>
</tr>
<tr>
<td></td>
<td>- MAC</td>
</tr>
<tr>
<td></td>
<td>- Project Document</td>
</tr>
<tr>
<td></td>
<td>- IMSMA</td>
</tr>
<tr>
<td></td>
<td>- IMAS</td>
</tr>
<tr>
<td></td>
<td>- Database</td>
</tr>
<tr>
<td></td>
<td>- SOPs</td>
</tr>
<tr>
<td></td>
<td>- TSG</td>
</tr>
<tr>
<td></td>
<td>- Accreditation and Quality Assurance</td>
</tr>
<tr>
<td>□ Resources</td>
<td>- Material, human and financial resources in country and what needs to be mobilised.</td>
</tr>
<tr>
<td></td>
<td>- Timelines for delivery</td>
</tr>
<tr>
<td>□ Supervisory lines</td>
<td>- Identify the senior UN official in country.</td>
</tr>
<tr>
<td></td>
<td>- Supervisory lines</td>
</tr>
<tr>
<td>□ Coordination</td>
<td>- Country strategy note (CSN)</td>
</tr>
<tr>
<td></td>
<td>- Common country assessment (CCA)</td>
</tr>
<tr>
<td></td>
<td>- Un development assistance framework (UNDAF)</td>
</tr>
<tr>
<td></td>
<td>- Consolidated appeal process (CAP)</td>
</tr>
<tr>
<td>Reports</td>
<td>Terminology, format and frequency of reports</td>
</tr>
<tr>
<td>-------------------------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td>Documentation</td>
<td>Country profile, Point paper, Assessment report, Copies of correspondence. Current organizational charts for both field and HQ. UN Strategic Plan</td>
</tr>
<tr>
<td>Administration</td>
<td>Any admin issues related to programme</td>
</tr>
<tr>
<td>Budget</td>
<td>VTF and Peacekeeping budget process. (See Resource Mobilisation)</td>
</tr>
<tr>
<td>✓</td>
<td>MILESTONE</td>
</tr>
<tr>
<td>---</td>
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</tbody>
</table>
|   | NMAA      | • Creation date  
|     |           | • Enacting legislation with outline of structure and responsibilities of NMAA  
|     |           | • Official notification of the appointments of chairman and commission members with job descriptions and terms of reference.  
|     |           | • Policy documents  |
|   | MAC       | • Creation date  
|     |           | • Delegation of authority from NMAA  
|     |           | • Structure and responsibilities of MAC  
|     |           | • Organizational chart  
|     |           | • Staffing table with job descriptions/terms of reference.  
|     |           | • Documents relating to relationship with government, UN agencies, demining organizations, donors, NGOs and private companies.  
|     |           | • Information management policy  
|     |           | • Implementation of IMSMA.  
|     |           | • National standards (e.g. IMAS) for mine action operations adopted by all partners.  
|     |           | • Integration of other UN agency staff members into the MAC and their respective roles and responsibilities.  
|     |           | • Focal points named for the different sectors: mine risk education, victim assistance, clearance, advocacy and stockpile reduction.  
|     |           | • Technical and safety standards, quality assurance, and quality management procedures.  
|     |           | • Guidelines for licensing and accrediting demining organizations.  
|     |           | • Inventory of resources (government, in-kind and donated, etc.)  
|     |           | • Capacity building projects in the form of training programmes for national staff.  
|     |           | • Copy of agreements signed by implementing partners to work under the coordinating authority of the MAC.  
|     |           | • Standard operating procedures  
|     |           | • Criteria to monitor and evaluate the different projects  |
| □ PROJECT DOCUMENT | □ Creation date |
| | □ Copy signed by the NMAA director |
| | □ Copy signed by the senior UN official in-country. |
| □ IMSMA | □ Installation date |
| | □ Fully integrated into information management system |
| | □ Accessible and utilised by implementing partners to enter and evaluate data. |
| □ IMAS | □ Adaptation by national authorities |
| | □ Translated into local language/s. |
| □ COORDINATION | □ Country Strategy Note (CSN) |
| | □ Common Country Assessment (CCA) |
| | □ UN Development Assistance Framework (UNDAF) |
| | □ Consolidated Appeal Process (CAP) |
| | □ Donor advisory boards |
| | □ UN mine action portfolio |
| □ REPORTS | □ Quarterly |
| | □ Financial |
| | □ Donor |
| | □ TPR |
| | □ TRR |
| | □ APR |
| | □ Government (and/or WHO, Red Cross, NGO, etc.) statistics on mine victims |
| □ FIELD TRIP REPORTS | □ Programme Officer and/or management |
| | □ Other UN agencies, donors, etc. |
| □ BUDGET | □ Funding information |
| | □ Outstanding resources |
| | □ Future resources |
## CHECKLIST - EVALUATION

<table>
<thead>
<tr>
<th></th>
<th>ACTION</th>
<th>SUGGESTION</th>
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</thead>
<tbody>
<tr>
<td>✓</td>
<td>Inform TA that an evaluation mission is planned</td>
<td>Fax</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Request POC</td>
</tr>
<tr>
<td>❌</td>
<td>Prepare all documentation</td>
<td>Collate appropriate data gathered over the life of the programme which can be used for evaluation purposes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>UN mine action agencies and donors</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ask representatives to contact their respective country offices to inform them of the mission, alert them to support requirements, and solicit their input.</td>
</tr>
<tr>
<td></td>
<td>Request key stakeholders to nominate representatives to take part in the evaluation and assist with planning.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>UN mine action agencies and donors</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Ask representatives to contact their respective country offices to inform them of the mission, alert them to support requirements, and solicit their input.</td>
</tr>
<tr>
<td></td>
<td>Arranging meetings of team members</td>
<td>Discuss details on the scope and arrangements for the mission (Terms of Reference)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Determine baseline data</td>
</tr>
<tr>
<td></td>
<td>Brief team leader</td>
<td>Copy any relevant documentation</td>
</tr>
<tr>
<td></td>
<td>Contact POC</td>
<td>Inform of mission</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Request accommodation, interpreters, transport, etc as necessary</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Request arrangement of meetings, government, UN NGO, military, etc.</td>
</tr>
<tr>
<td></td>
<td>MOSS overview</td>
<td>Review MOSS. Check current security phase and MOSS requirements with POC and UNSECOORD</td>
</tr>
<tr>
<td></td>
<td>Funding</td>
<td>In programme budget. Donors attend at own expense</td>
</tr>
<tr>
<td></td>
<td>Coordinate travel for team members</td>
<td>Security clearances</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Medical requirements</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Visas</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Flight possibilities</td>
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<tr>
<td></td>
<td></td>
<td>Update POC</td>
</tr>
<tr>
<td></td>
<td>Debrief Team</td>
<td>Collect any relevant documentation for future reference or use</td>
</tr>
<tr>
<td></td>
<td>Draft report</td>
<td>3 weeks after return of team. Review with team and agree on content</td>
</tr>
<tr>
<td></td>
<td>Draft report to Steering Committee</td>
<td>Review and comments</td>
</tr>
<tr>
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<td>---------------------</td>
</tr>
<tr>
<td></td>
<td>Distribute draft report. (10 days allowed for comment)</td>
<td>All stakeholders Reconcile any differences. If not possible, note is made in footnotes</td>
</tr>
<tr>
<td></td>
<td>Publish Final Report</td>
<td>E-MINE</td>
</tr>
</tbody>
</table>
Annex 3 - Research and Resources
### ACRONYMS USED IN THE TEXT

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACABQ</td>
<td>Advisory Committee on Administrative and Budgetary Questions</td>
</tr>
<tr>
<td>AICMA</td>
<td>Comprehensive Action against Antipersonnel Mines</td>
</tr>
<tr>
<td>AOS</td>
<td>Administrative and Operational Services</td>
</tr>
<tr>
<td>APR</td>
<td>Annual Performance Review</td>
</tr>
<tr>
<td>BCPR</td>
<td>Bureau of Crisis Prevention and Recovery</td>
</tr>
<tr>
<td>BWF</td>
<td>Better World Fund</td>
</tr>
<tr>
<td>CAO</td>
<td>Chief Administrative Officer</td>
</tr>
<tr>
<td>CAP</td>
<td>Consolidated Appeal</td>
</tr>
<tr>
<td>CCA</td>
<td>Common Country Assessment</td>
</tr>
<tr>
<td>CCW</td>
<td>Convention on Certain Conventional Weapons</td>
</tr>
<tr>
<td>CERB</td>
<td>Complex Emergency Response Branch</td>
</tr>
<tr>
<td>CERF</td>
<td>Central Emergency Revolving Fund</td>
</tr>
<tr>
<td>CSN</td>
<td>Country Strategy Note</td>
</tr>
<tr>
<td>CT</td>
<td>Coordination Team</td>
</tr>
<tr>
<td>CTA</td>
<td>Chief Technical Advisor</td>
</tr>
<tr>
<td>DDA</td>
<td>Department of Disarmament Affairs</td>
</tr>
<tr>
<td>DEX</td>
<td>Direct Execution</td>
</tr>
<tr>
<td>DG</td>
<td>Development Group</td>
</tr>
<tr>
<td>DO</td>
<td>Designated Official</td>
</tr>
<tr>
<td>DOA</td>
<td>Director of Administration</td>
</tr>
<tr>
<td>DPA</td>
<td>Department of Political Affairs</td>
</tr>
<tr>
<td>DPKO</td>
<td>Department of Peacekeeping Operations</td>
</tr>
<tr>
<td>ECHA</td>
<td>Executive Committee on Humanitarian Affairs</td>
</tr>
<tr>
<td>ECPS</td>
<td>Executive Committee on Peace and Security</td>
</tr>
<tr>
<td>ELB</td>
<td>Emergency Liaison Branch</td>
</tr>
<tr>
<td>EMOPS</td>
<td>Office of Emergency Programmes</td>
</tr>
<tr>
<td>EOD</td>
<td>Explosive Ordnance Disposal</td>
</tr>
<tr>
<td>ERC</td>
<td>Emergency Relief Coordinator</td>
</tr>
<tr>
<td>ERW</td>
<td>Explosive Remnants of War</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>FAO</td>
<td>Food and Agricultural Organisation</td>
</tr>
<tr>
<td>FCU</td>
<td>Field Coordination Unit</td>
</tr>
<tr>
<td>FFT</td>
<td>Fact Finding Team</td>
</tr>
<tr>
<td>GICHD</td>
<td>Geneva International Centre for Humanitarian Demining</td>
</tr>
<tr>
<td>HC</td>
<td>Humanitarian Coordinator</td>
</tr>
<tr>
<td>IACG</td>
<td>Inter Agency Coordination Group on Mine Action</td>
</tr>
<tr>
<td>IASC</td>
<td>Inter-Agency Steering Committee</td>
</tr>
<tr>
<td>IAU</td>
<td>Information Analysis Unit</td>
</tr>
<tr>
<td>ICBL</td>
<td>International Campaign to Ban Landmines</td>
</tr>
<tr>
<td>ICRC</td>
<td>International Committee of the Red Cross</td>
</tr>
<tr>
<td>IDP</td>
<td>Internally Displaced Person</td>
</tr>
<tr>
<td>IMAS</td>
<td>International Mine Action Standards</td>
</tr>
<tr>
<td>IMSMA</td>
<td>Information Management System for Mine Action</td>
</tr>
<tr>
<td>IMTF</td>
<td>Integrated Mission Task Force</td>
</tr>
<tr>
<td>IO</td>
<td>International Organisation</td>
</tr>
<tr>
<td>LDC</td>
<td>Least-Developed Countries</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------</td>
</tr>
<tr>
<td>LM</td>
<td>Landmine Monitor</td>
</tr>
<tr>
<td>MAC</td>
<td>Mine Action Centre</td>
</tr>
<tr>
<td>MACC</td>
<td>Mine Action Coordination Centre</td>
</tr>
<tr>
<td>MAIWG</td>
<td>Mine Action Information Working Group</td>
</tr>
<tr>
<td>MASC</td>
<td>Mine Action Support Group</td>
</tr>
<tr>
<td>MBT</td>
<td>Mine Ban Treaty</td>
</tr>
<tr>
<td>MOA</td>
<td>Memorandum of Agreement</td>
</tr>
<tr>
<td>MOSS</td>
<td>Minimum Operating Security Standards</td>
</tr>
<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>MPS</td>
<td>Mission Planning Services</td>
</tr>
<tr>
<td>MRE</td>
<td>Mine Risk Education</td>
</tr>
<tr>
<td>MSA</td>
<td>Managed Services Agreement</td>
</tr>
<tr>
<td>NEX</td>
<td>Nationally Executed</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organisation</td>
</tr>
<tr>
<td>NMAA</td>
<td>National Mine Action Authority</td>
</tr>
<tr>
<td>OAS</td>
<td>Organisation of American States</td>
</tr>
<tr>
<td>OCHA</td>
<td>Office of the Coordination of Humanitarian Affairs</td>
</tr>
<tr>
<td>PM</td>
<td>Programme Manager</td>
</tr>
<tr>
<td>PO</td>
<td>Programme Officer</td>
</tr>
<tr>
<td>POC</td>
<td>Point of Contact</td>
</tr>
<tr>
<td>PRF</td>
<td>Project Review Form</td>
</tr>
<tr>
<td>RC</td>
<td>Resident Coordinator</td>
</tr>
<tr>
<td>RR</td>
<td>Resident Representative</td>
</tr>
<tr>
<td>RRP</td>
<td>Rapid Response Plan</td>
</tr>
<tr>
<td>SCMA</td>
<td>Steering Committee on Mine Action</td>
</tr>
<tr>
<td>SRSG</td>
<td>Special Representative of the Secretary-General</td>
</tr>
<tr>
<td>TPR</td>
<td>Tripartite Review</td>
</tr>
<tr>
<td>TRAC</td>
<td>Targeted Resource Allocation against Core</td>
</tr>
<tr>
<td>TSG</td>
<td>Technical Standards and Guidelines</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>UNA-USA</td>
<td>United Nations Association of United States of America</td>
</tr>
<tr>
<td>UNDAF</td>
<td>United Nations Development Assistance Framework</td>
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<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
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<tr>
<td>UNF</td>
<td>United Nations Foundation</td>
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<tr>
<td>UNFIP</td>
<td>United Nations Fund for International Partnerships</td>
</tr>
<tr>
<td>UNFPA</td>
<td>United Nations Population Fund</td>
</tr>
<tr>
<td>UNHCHR</td>
<td>United Nations High Commissioner for Refugees</td>
</tr>
<tr>
<td>UNICEF</td>
<td>United Nations Children's Fund</td>
</tr>
<tr>
<td>UNMAS</td>
<td>United Nations Mine Action Service</td>
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<tr>
<td>UNOPS</td>
<td>United Nations Office for Project Services</td>
</tr>
<tr>
<td>UNSECOORD</td>
<td>United Nations Security Coordinator</td>
</tr>
<tr>
<td>USG</td>
<td>Under Secretary-General</td>
</tr>
<tr>
<td>UXO</td>
<td>Unexploded Ordnance</td>
</tr>
<tr>
<td>VTF</td>
<td>Voluntary Trust Fund</td>
</tr>
<tr>
<td>The Bank</td>
<td>World Bank Group</td>
</tr>
<tr>
<td>WFP</td>
<td>World Food Programme</td>
</tr>
<tr>
<td>WHO</td>
<td>World Health Organisation</td>
</tr>
</tbody>
</table>
UN SYSTEM ENTITIES

UNITED NATIONS MINE ACTION SERVICE (UNMAS)

Background
UNMAS, as a service within the Department of Peacekeeping Operations (DPKO), evolved into its present form in October 1997 to serve as the UN focal point for all mine action issues and activities. UNMAS provides a central UN coordination role for all aspects of mine action within the UN system to ensure an effective and proactive response to mine contamination worldwide. UNMAS works closely with a range of partners, within and outside the UN system.

Points of Contact
Website: http://www.mineaction.org/
Information: Information gateway to Mine Action worldwide; available resources: documents, projects, contacts/links and E-MINE. Solid place to start research.
Email address: mineaction@un.org
Address: United Nations, FF-360, New York, NY 10017, USA
Tel: (1 212) 963 1875, Fax: (1 212) 963 2498

Other:
Chief Tel. (1 212) 963 3344
Deputy Chief (Operations) Tel. (1 212) 963 2627
Deputy Chief (Policy) Tel. (1 212) 963 3597
Programme Officer Tel. (1 212) 963 1286
Programme Officer Tel. (1 212) 963 4632
Programme Officer Tel. (1 212) 963 3722
Resource Mobilization Associate Officer Tel. (1 212) 963 6171
Victim Assistance Officer Tel. (1 212) 963 3822
Mine Awareness Officer Tel. (1 212) 963 9407

DEPARTMENT FOR DISARMAMENT AFFAIRS (DDA)

Background
The Department for Disarmament Affairs (DDA) was re-established in January 1998 by the General Assembly resolution 52/12. DDA supports the role of the Secretary-General in relation to the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction (Mine Ban Treaty).

Points of Contact
Website: http://www.un.org/Depts/dda/
Information: Providing up-to-date, objective information and encouraging an exchange of views on disarmament-related matters
Address: United Nations S-3100, New York, NY 10017, USA
Tel: (1 212) 963 5283 Fax: (1 212) 963 8995

Other:
Director Tel. (1 212) 963 5283
Senior Political Affairs Officer Tel. (1 212) 963 3768
Political Affairs Officer Tel. (1 212) 963 8199
OFFICE OF THE COORDINATOR FOR HUMANITARIAN AFFAIRS (OCHA)

Background
The UN Department of Humanitarian Affairs (DHA) was restructured in January 1998 and renamed the Office for the Coordination of Humanitarian Affairs (OCHA) as part of the UN Secretary-General’s reform programme. Its role is to mobilize and coordinate the collective efforts of the international community in particular those of the UN system, to meet in a coherent and timely manner the needs of those exposed to human suffering and material destruction in disasters and emergencies. OCHA has offices in both New York and Geneva. Functions related to policy coordination, policy planning, early warning and response to complex emergencies are performed in New York, while the Geneva office acts as the focal point for emergency operational support and relief coordination as well as for disaster mitigation and funding.

OCHA coordinates primarily through the Inter Agency Steering Committee (IASC), which is chaired by the Emergency Relief Coordinator (ERC), with the participation of all humanitarian partners, including the Red Cross Movement and NGOs.

Points of Contact

Website:  http://www.reliefweb.org
Information:  Archives documents, press releases/clippings related to and about landmines.

Email address:

Address:  United Nations DC1-1300, New York, NY 10017, USA
Tel.: (1 212) 963 5106  Fax: (1 212) 963 1040

Other:  Director, Policy, Analysis and Information Division (PAID)  Tel. (1 212) 963 5106
Humanitarian Affairs Officer PAID  Tel. (1 212) 963 0552
Humanitarian Affairs Officer ELB  Tel. (1 212) 963 5131

UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES (UNHCR)

Background
UNHCR was established on December 14, 1950 by the UN General Assembly and began its work the following year. In more than five decades, the agency has helped an estimated 50 million people restart their lives. Today, staff of around 5,000 people in more than 120 countries continues to help an estimated 22 million people

Points of Contact

Website:  http://www.unhcr.ch/cgi-bin/texis/vtx/home
Information:  Archives documents, press releases/clippings, statements in relation to IDPs and refugee being affected by landmines.

Email Address:

Address:  P.O. Box 2500, CH1211, Geneva 2, Switzerland
Tel.: (41 22) 739 8502, Fax: (41 22) 739 7314
THE UNITED NATIONS CHILDREN’S FUND (UNICEF)

Background
Created by the UN General Assembly in 1946 to help children after World War II in Europe, UNICEF was first known as the United Nations International Children's Emergency Fund. In 1953, UNICEF became a permanent part of the United Nations system, mandated to help children living in poverty in developing countries. Its name was shortened to the United Nations Children's Fund, but it retained the acronym "UNICEF.” Headquartered in New York, UNICEF carries out its work through eight regional offices and 126 country offices covering more than 160 countries, territories and areas.

Points of Contact

Website: http://www.unicef.org/landmine/
Information: Quality summary of UNICEF policy and involvement in Mine Action; highlights from press and news sources.
Email Address: landmines@unicef.org
Address: UNICEF House, United Nations, New York, NY 10017, USA
Tel: (1 212) 326 7068, Fax: (1 212) 326 7037
Other: UNICEF Global Landmines Coordinator Tel. (1 212) 326 7068
Assistant Global Landmines Coordinator Tel. (1 212) 326 7498
Director, Office of Emergency Programmes Tel. (1 212) 326 7163
Deputy Landmines Coordinator, UNICEF Office of Emergency Programmes (EMOPS) Geneva Tel: (41 22) 909 5511

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

Background
Created in 1965, UNDP is the UN's principal provider of development advice, advocacy and grant support. UNDP delivers most of its services through its 132 country offices but it also engages in global and regional advocacy and analysis to increase knowledge, share best practices, build partnerships, mobilize resources, and promote enabling frameworks including international targets for reducing poverty.

Points of Contact

Email Address:

Address: Uganda House, 2nd Floor, 336 East 45th Street
New York 10017, NY, USA
Fax: (+ 1 212) 906 5123
Other:
Director, Bureau of Crisis Prevention & Recovery Tel:(+1 212) 906 5193
Leader Mine Action Team BCPR Tel:(+1 212) 906 5820
Senior Mine Action Advisor BCPR Tel:(+1 212) 906 6579
Mine Action Specialist (UNMAS Liaison / Training) Tel:(+1 212) 906 5359
Mine Action Specialist (Resource Mobilisation) BCPR Tel:(+1 212) 906 6974
Mine Action Programme Assistant BCPR Tel: (+1 212) 906 5174
Mine Action Programme Assistant BCPR Tel : (+1 212) 906 6313
UNITED NATIONS OFFICER FOR PROJECT SERVICES (UNOPS)

Background
Originally created in 1973 as the Division for Project Execution of UNDP it became the independent entity UNOPS in 1995. By this time, it had evolved from a small division executing UNDP-funded projects to a provider of US$200 million a year in project services, on behalf of UNDP and a dozen other clients, including the World Bank and individual donor nations.

Points of Contact
Website: http://www.unops.org/mineaction

Information: An air of entrepreneurship and “can do” attitude to the information provided on UNOPS international mine action involvement and support.

Email Address: mau@unops.org

Address: Chrysler Building, 405 Lexington Avenue, 4th floor, New York, NY10174, USA
Tel.: (1 212) 457 0000, Fax (1 212) 457 4049

Other: Division Chief, Mine Action Unit (MAU) Tel. (1 212) 457 1250
Senior Portfolio Manager, MAU Tel. (1 212) 457 1280
Portfolio Manager, MAU Tel. (1 212) 457 1255
Technical Advisor, MAU Tel. (1 212) 457 1283
Associate Portfolio Manager Tel. (1 212) 457 1284

WORLD FOOD PROGRAMME (WFP)

Background
Set-up in 1963, WFP is the frontline agency in the fight against global hunger. Since 1996, WFP has been governed by the Executive Board, which consists of 36 Member States. The Executive Director, appointed jointly by the UN Secretay General and the Director-General of the FAO for fixed five-year terms, heads the WFP Secretariat.

Points of Contact
Website: http://www.wfp.org

Information: No search component available makes it difficult to locate landmine related information.

Email address:
USA Address: 2 United Nations Plaza, 25th floor, New York, NY 10017, USA
Tel. (1 212) 963 8364, Fax: (1 212) 963 8019 or 963 7810

Other: Director, NY Liaison Office Tel: (1212) 963 6884
Deputy-Director, NY Liaison Office Tel: (1212) 963 1205

Italy Address: 6 via Cesare Giulio Viola, Parco dei Medici, 00148 Rome, Italy
Tel. (39 6) 552 2821, Fax: (39 6) 596 0211

Other: Director Tel: (39 6) 513 2325
FOOD AND AGRICULTURE ORGANIZATION (FAO)
Background
FAO was founded in 1945 with a mandate to raise levels of nutrition and standards of living, to improve agricultural productivity, and to better the condition of rural populations. An intergovernmental organization, FAO has 183 member countries plus one member organization, the European Community. Today, FAO is one of the largest specialized agencies in the United Nations system and the lead agency for agriculture, forestry, fisheries and rural development.

Points of Contact
Website: http://www.fao.org
Information: Find FAO news and highlights connected with landmines using the "search" function.
Email Address:
Italy Address: Via delle Terme di Caracalla, 00100 Rome, Italy
Tel. (39 06) 57 051, Fax. (39 06) 570 55 702
Other: Chief, Special Relief Operations Service Tel.: (39 06) 570 54 936
USA Address: 1 United Nations Plaza, 11th floor, New York, NY 10017, USA
Tel. (1 212) 963 6036, Fax: (1 212) 963 5425
Other: Director of the FAO Liaison Office Tel: (1 212) 963 0994
Liaison Officer Tel: (1 212) 963 6041

WORLD BANK (THE BANK)
Background
Established during World War II, The Bank focuses on reconstruction work given the natural disasters, humanitarian emergencies, and post conflict rehabilitation needs that affect developing and transition economies.

Points of Contact
Website: http://www.worldbank.org
Information: World Bank press releases related to landmines
Email Address:
Address: 1818 H Street, NW, Washington DC 20433, USA
Tel: (1 202) 477 1234, Fax: (1 202) 477 6391
WORLD HEALTH ORGANIZATION (WHO)

Background
WHO was founded in 1948 to act as the directing and co-ordinating authority on international health work, with the objective of the attainment of health by all peoples to the highest possible level.

Points of Contact

Website:  http://www.who.int/violence_injury_prevention/landmine/actionplan.htm

Information: Provides useful templates planning tools for data collection of injuries caused by landmines/UXOs; elaborates on WHO’s Plan of Action for assistance to landmine victims; outlines a strategic framework mine victim assistance

Email

Address:  20, Avenue Appia, CH-1211 Geneva 27, Switzerland
Tel: (41 22) 791 2111, Fax: (41 22) 791 4844

Other:  Director, Injuries and Violence Prevention, HSC/DPR
Tel: (41 22) 791 2111
Technical Officer, Violence and Injury Prevention, HSC/DPR
Tel: (41 22) 791 4332

USA Address:  2, UN Plaza, 9th floor, New York, NY 10017, USA
Tel: (1 212) 963 4388, Fax: (1 212) 223 2920

Other:  Executive Director, WHO Office at the UN
Programme Officer, WHO Office at the UN
Violence and injury Prevention Programme
Tel: (1 212) 963 6005
Tel: (1 212) 963 5996
Tel: (1 212) 963 8265
INTERNATIONAL ORGANIZATIONS

(ALPHABETICAL LISTING)

GENEVA INTERNATIONAL CENTRE FOR HUMANITARIAN DEMINING (GICHD)

Background

GICHD was established in 1998 to support the mine action efforts of the international community in general and those of the UN in particular. An international foundation in accordance with Swiss law, it strives to be an independent and impartial centre of excellence within the international network of Mine Action activities.

Points of Contact

Website: http://www.gichd.ch
Information: Gives operational assistance with IMSMA (Information Management System for Mine Action) and IMAS (International Mine Action Standards). Its experts undertake field-oriented research studies into mine action topics on behalf of the United Nations, national governments and international humanitarian demining organisations.
Email Address: info@gichd.ch

Address: 7bis, avenue de la Paix, P.O. Box 1300. CH-1211 Geneva, Switzerland
Tel: (41 22) 906 16 60, Fax: (41 22) 906 16 90
INTERNATIONAL COMMITTEE OF THE RED CROSS (ICRC)

Background
Meeting for the first time on 17 February 1863, it was initially called the International Committee for Relief to the Wounded but soon became known as the International Committee of the Red Cross. The ICRC is the founder body of the Red Cross Movement. It is an independent and private institution, is neutral and politically, ideologically, and religiously impartial. The Red Cross Movement is composed of three elements: The National Red Cross or Red Crescent Societies; The International Federation of the Red Cross and Red Crescent Societies (IFRCRCS); The International Committee of the Red Cross (ICRC).

Points of Contact

Website: http://www.icrc.org/eng/mines
Information: Well organised user-friendly set up and links to ICRC’s involvement in mine action globally; information grouped into Mine Risk Education Programmes, International Humanitarian Law and Physical Rehabilitation.

Email address: dc_jur_mina.gva@icrc.org
Address: ICRC, Mines-Arms Unit, Legal Division (DC_JUR_MINA)
19 Avenue de la Paix, CH 1202 Geneva, Switzerland
Tel: (41 22) 730-2667, Fax (41 22) 733-2057

ICRC, Public Information Centre, 19 Avenue de la Paix, CH 1202 Geneva, Switzerland
Tel: (41 22) 734 60 01, Fax: 41 (22) 733 20 57
Email address: dc_com_pmd.gva@icrc.org

Other: Laurence Desvignes, Mine-Awareness Programme Coordinator, Communication & Education Division (DC_COM_EDUC)
19 Avenue de la Paix, CH 1202 Geneva, Switzerland
Tel. (41 22) 730 2172 Fax. (41 22) 730 2720
Email address: ldesvignes.gva@icrc.org

USA Address: ICRC Delegation to the United Nations, 801 Second Avenue, 18th floor, New York, NY 10017, United States
Tel. (212) 599-6021 Fax (212) 599-6009
Email address: mail@icrc.delnyc.org
Other: Mrs. Véronique Chriistory, Adviser
ORGANIZATION OF AMERICAN STATES (OAS)

Background
On April 30, 1948 - 21 countries of the hemisphere met in Bogotá, Colombia, to adopt the “Charter of the Organization of American States”, which affirmed their commitment to common goals and respect for each nation’s sovereignty. Since then, all 35 countries of the Americas have ratified the OAS Charter and belong to the Organization.

Points of Contact
Website: http://www.oas.org/
Information: Executive summary of mine action; need to use search function to find OAS information on mine action.
Email Address: demining@oas.org
Address: Waiting for confirmation
Tel: , Fax:
Col. (Ret.) Bill McDonough
Tel. 1 202 458 3524 Fax 1 202 458 3545

EUROPEAN UNION (EU)

Background
The European Union (EU) is the result of a process of cooperation and integration which began in 1951 between six countries (Belgium, Germany, France, Italy, Luxembourg and the Netherlands). After nearly fifty years, with four waves of accessions (1973: Denmark, Ireland and the United Kingdom; 1981: Greece; 1986: Spain and Portugal; 1995: Austria, Finland and Sweden), the EU today has fifteen Member States and is preparing for its fifth enlargement, this time towards Eastern and Southern Europe. All 15 Member States of the Union attended the Ottawa Conference and 14 of them signed the convention.

Points of Contact
Website: http://eu-mine-actions.jrc.cec.eu.int/demining.asp
Information: Comprehensive source for mine action policies and responsibilities in the European Union.
Email Address:
Address:
Tel: , Fax:
NON-GOVERNMENTAL ORGANIZATIONS

(ALPHABETICAL LISTING)

HANDICAP INTERNATIONAL

Background

Handicap International was funded in 1982 to provide assistance to people with disabilities living in a state of destitution. It is one of the six founding NGO’s of the International Campaign to Ban Landmines that coordinates the efforts of more than 1300 associations in over 70 countries. The International Campaign was awarded the Nobel Peace Prize in 1997.

Points of Contact

Website: http://www.handicap-international.org/index.html
Information: Offers summary of publications and ordering information; e-Petition for a Mine Free Earth; reports and news
Waiting verification of all info below....
France Address: Head Office: E.R.A.C. - 14 avenue Berthelot F - 69361 LYON CEDEX 07, France
Tel: 33 (0) 4 78 69 79 79, Fax: 33 (0) 4 78 69 79 94
E-Mail: handicap-international@infonie.fr

USA Address: BP 815 FRYEBURG MAINE 04037
Tel: (00 1) 207 935 2633
E-Mail: sbwhandicap@igc.org

THE INTERNATIONAL CAMPAIGN TO BAN LANDMINES (ICBL)

Background

ICBL was founded by a distinguished group of NGOs (Handicap International, Human Rights Watch, Medico International, Mines Advisory Group, Physicians for Human Rights, and Vietnam Veterans of America Foundation) in October 1992. ICBL is a flexible network of organizations that share common objectives, ICBL represents over 1,100 groups involved with human rights, de-mining, humanitarian, children, veterans, medical, development, arms control, religious, environmental, and women in over 60 countries, who work locally, nationally, regionally, and internationally to ban antipersonnel landmines.

It is coordinated by a steering committee of nine organizations.

Points of Contact

Website: http://www.icbl.org
Information: Landmine Monitor
Email Address: icbl@icbl.org

Address: 110 Maryland Avenue NE, Suite 509, Box 6, Washington DC 20002, USA
Tel. (1 202)547 2667, Fax. (1 202) 547 2687
Norwegian People's Aid

Background
Norwegian People's Aid (NPA) is one of Norway's largest non-governmental organisations, founded in 1939 by the Norwegian labour movement. Based upon the principles of solidarity, unity, human dignity, peace and freedom, NPA is involved in more than 400 projects in 30 countries.

NPA works actively in the following areas of mine action:
- mine-clearance and mine-awareness programmes
- research and development projects for mine clearance.
- assessment of environmental impact of mechanical mine clearance

Useful Information
NPA objectives are to participate in the global effort to eradicate the threat from landmines and unexploded ordnance. To this end NPA is involved in the International Campaign to Ban Landmines (ICBL), the Landmine Monitor Project, and the Assistance to Mine Affected Community project. NPA coordinates its efforts with the UN and Mine Action NGOs.

NPA cooperates with Mines Advisory Group and Handicap International on:
- Principles for humanitarian mine action
- Need for a new approach in funding for humanitarian demining
- Portfolio of Mine related projects 1999.

NPA is involved with the Global Landmine Survey Programme, a partnership between some key actors in humanitarian mine action (NGOs, United Nations Mine Action Service and the Geneva International Centre for Humanitarian Demining) established to systematically collect data to measure the social and economical impact of landmines and UXOs on communities.

Points of Contact
Website: http://www.npaid.org/
Information: Information on their different areas of operation and projects
Email Address: 

Address: P.O. Box 8844 Youngstorget, 0028 Oslo, Norway
Tel: (47) 22 03 77 00, Fax: (47) 22 20 08 70

Canadian Landmine Foundation
Website: http://www.canadianlandmine.com/
Information: works with Canadian and International partners to raise funds for humanitarian demining

Lawrence Livermore National Library
Information: Who’s who of landmine as well as link to landmine bibliography

Mines Action Canada
Website: http://www.minesactioncanada.com
Information: Current countries Positions on Mine Treaty

Mines Advisory Group.
Website: http://www.mag.org.uk
Information: Information on their different areas of operation and projects
**ONE WORLD**
*Information:* Good information search site

**PEOPLE AGAINST LANDMINES**
*Website:* [http://www.mgm.org](http://www.mgm.org)
*Information:* Involved in mine clearance and research

**UNITED NATIONS ASSOCIATION OF THE UNITED STATES OF AMERICA**
*Information:* Coordinates Adopt-a-Minefield with UNDP

**UNITED STATES CAMPAIGN TO BAN LANDMINES**
*Information:* Associated with ICBL

**VIETNAM VETERANS OF AMERICA FOUNDATION**
*Information:* Supports mine action
OTHER MINE ACTION RELATED SITES:

ADOPT A LANDMINE
Background:
Adopt-A-Minefield® is coordinated by the United Nations Association of the USA (UNA-USA) in partnership with the United Nations, the Better World Fund, the U.S. Department of State, and Medical Missions for Children.
Points of Contact
Website: http://www.landmines.org/
Information: The campaign and information website
Email Address:

AMPUTEE WEB SITE AND AMPUTEE LISTSERV
Website: http://www.harbour.com/commorgs/amputee/amputee.html
Information: Fosters communication among amputees, prosthetists, and family members.

ANGEL (ADVANCED GLOBAL SYSTEM TO ELIMINATE ANTIPERSONNEL)
Website: http://www.gtd.es/angel_1.asp
Information: Explains how mines are cleared

BONN INTERNATIONAL CENTER FOR CONVERSION (BICC), GMBH
Website: http://bicc.uni-bonn.de
Information: Independent non-profit organization that supports and promotes the process by which people, skills, technology, equipment, financial, and economic resources are shifted from the military sector toward alternative, civilian purposes.

CONFERENCES AND EVENTS
Website: http://maic.jmu.edu/conferences/calendar/index.htm
Information: Conference Calendar (kept at James Madison University) related to Mine Action and Information.

DEMINING TECHNOLOGY CENTER LAMI-EPFL
Website: http://diwww.epfl.ch/lami
Information: Multidisciplinary group oriented toward hardware development and applications such as microprocessor systems, sensor subsystems, autonomous mobile robots, simulations, and virtual representations.

ELECTRONIC DEVELOPMENT AND ENVIRONMENT INFORMATION SYSTEM (ELDIS), BRITISH LIBRARY FOR DEVELOPMENT STUDIES, UNIVERSITY OF SUSSEX
Website: http://www.ids.ac.uk/eldis
Information: Gateway to demining-related information sources on development and the environment available via the Internet.

GLOBAL INFORMATION NETWORKS IN EDUCATION
Website: http://www.ginie.org/
Information: Interesting link to Mine Risk Education

HUMAN RIGHTS WATCH
Website: http://www.hrw.org/arms/
Information: Good for political background of events in countries
JOURNAL OF MINE ACTION
Website:  http://www.hdic.jmu.edu/journal/index/search/search.asp
Information:  Maintained by James Madison University, brings together governments, international organizations, NGOs, private voluntary organizations, corporate associates, and academics to share information and leverage resources to deal with the global landmine problem.

MINE ACTION CENTRES
Websites:  http://www.maic.jmu.edu
Mine Action Centres - Cambodia
Mine Action Centres - Bosnia
Croatian Mine Action Centre (HCR)
Information:  Links to country Mine Action Centres listed and more

SAFELANE
Website:  http://www.mines.gc.ca
Information:  Government of Canada website on landmines

UN FOUNDATION
Website:  http://www.unfoundation.org/unwire/util/category_search.asp?objCat=humanitarian
Information:  Source for the UNWIRE news briefing service (can subscribe to daily e-summaries); news stories regarding landmines in database
COUNTRY INFORMATION SITES:

CENTRES FOR DISEASE CONTROL AND PREVENTION (CDC)
Website: http://www.cdc.gov/travel/nafrica.htm
Information: Gives advice on vaccinations and health issues to most countries; important when preparing for visits to the field or assessment missions

CIA WEBSITE
Website: http://www.odci.gov/cia/publications/chiefs/index.html
Information: Lists names of government officials for countries
Website: http://www.odci.gov/cia/publications/factbook/index.html
Information: Detailed country profiles, some maps

COUNTRY REPORTS
Website: http://www.countryreports.org/
Information: Country information from around the world divided into useful segments of: economy, government, people, climate, defence, geography, history and related links.

DIRECTORY OF ON-LINE DIPLOMATIC SERVICES
Website: http://www.diplomacy.edu/
Information: Offered as a link in the above website; it is a detailed survey of websites of ministries of foreign affairs, embassies, and other diplomatic and consular missions. Provides website for frequently used links (e.g. foreign policy, who’s who, consular information).

HUMAN RIGHTS WATCH
Website: http://www.hrw.org/arms/
Information: Good for political background of events in countries

REUTERS NEWS AGENCY
Website: http://www.alertnet.org/thefacts/countryprofiles/
Information: Reuters news agency gives details on countries around the world

US DEPARTMENT OF STATE
Website: http://www.state.gov/r/pa/bgn/
Information: Excellent US government “background notes” on countries, sorted information by region then more specifically by country
Website: http://www.travel.state.gov/
Information: Bureau of Consular Affairs: issues travel advisories in light of the current world situation, practical for all users
Website: http://www.state.gov/www/global/arms/rpt_9809_demine_toc.html
Information: Overview of Mine Action: Very good source through US government overview on mine action around the world

WORLD BANK
Website: http://www.worldbank.org/html/extdr/regions.htm
Information: Country information available through World Bank perspective
SECURITY COUNCIL RESOLUTIONS

RELATED TO MINE ACTION

I – COUNTRY-SPECIFIC RESOLUTIONS

AFGHANISTAN


The Security Council,

11. Calls for significantly greater and more rapid international assistance to the vast number of Afghan refugees and internally displaced persons to facilitate their orderly return and effective reintegration into society in order to contribute to the stability of the entire country;

Security Council resolution 1401 (2002) on the Situation of Afghanistan

The Security Council,

Stressing the vital importance of combating the cultivation and trafficking of illicit drugs and of eliminating the threat of landmines, as well as of curbing the illicit flow of small arms,

Security Council resolution 1378 (2001) on the Situation of Afghanistan

The Security Council,

4. Calls on Member States to provide:
   – support for such an administration and government, including through the implementation of quick-impact projects,
   – urgent humanitarian assistance to alleviate the suffering of Afghan people both inside Afghanistan and Afghan refugees, including in demining, and
   – long-term assistance for the social and economic reconstruction and rehabilitation of Afghanistan and welcomes initiatives towards this end;

ANGOLA


The Security Council,
Reiterates its concern at the continued deterioration of the humanitarian situation, especially the significant increase in the number of internally displaced persons and the increase in minelaying activity, and calls on the Government of Angola and in particular UNITA to guarantee unconditionally the safety and freedom of movement of all international humanitarian personnel, to cooperate fully with international humanitarian organizations in the delivery of emergency relief assistance to affected populations, to cease minelaying activity, and to respect international humanitarian, refugee and human rights law; Security Council resolution 1190 (1998) on the Extension of the Mandate of the UN Observer Mission in Angola

The Security Council,

7. Calls on the GURN and UNITA to cease hostile propaganda, refrain from laying new mines, stop forced conscriptions and renew efforts towards national reconciliation, including by implementing confidence-building measures, such as the reactivation of the joint mechanisms in the provinces and the disengagement of military forces on the ground;

Security Council resolution 1075 (1996) on the Situation in Angola

The Security Council,

12. Expresses deep disappointment with UNITA for delaying the full implementation of the Lusaka Protocol, underlines the importance it attaches to UNITA fulfilling its commitments, reaffirmed at its Third Extraordinary Congress held at Bailundo from 20 to 27 August 1996, to complete its transformation from an armed opposition to a political party, and, to this end, calls upon UNITA immediately to fulfill the following tasks enumerated in the "Mediation Document" formulated by the Secretary-General's Special Representative in consultation with the representatives of the observer States and called for by the Lusaka Protocol:
   (i) To cease interference with United Nations aircraft flights and with mine-clearing activities;

20. Expresses regret for the casualties caused to UNAVEM troops by landmines, expresses serious concern about interference by UNITA with mine-clearing activities, calls upon both parties to intensify their demining efforts, and stresses the need for continued commitment to peace by destruction of stockpiles of landmines;


The Security Council,

12. Urges the GURN and in particular UNITA to cooperate fully with the National Institute for the Removal of Unexploded Ordnance and provide information on minefields, and urges also the international community to continue to provide assistance to the demining programme;

Security Council resolution 1149 (1998) on the Situation in Angola

The Security Council
10. **Urges** the international community to provide assistance to facilitate the
demobilization and social reintegration of ex-combatants, demining, the resettlement
of displaced persons and the rehabilitation and reconstruction of the Angolan
economy in order to consolidate the gains in the peace process;

Security Council resolution 1135 (1998) on the Situation in Angola

*The Security Council,*

11. **Urges** the international community to provide assistance to facilitate the
demobilization and social reintegration of ex-combatants, demining, the resettlement
of displaced persons and the rehabilitation and reconstruction of the Angolan
economy in order to consolidate the gains in the peace process;

Security Council resolution 1087 (1996) on the Situation in Angola

*The Security Council,*

17. **Calls upon** both parties to intensify their demining efforts, and **reiterates** the need
for continued commitment to peace by destruction of stockpiles of landmines
monitored and verified by UNAVEM III, and **expresses support** for various United
Nations demining activities in Angola, including plans aimed at enhancing national
demining capacity;

Security Council resolution 1064 (1996) on the Situation in Angola

*The Security Council,*

Noting with approval the progress made towards free circulation of people and goods,
and emphasizing the importance of continuation of demining efforts to make that free
circulation possible and to restore public confidence,

15. Notes the progress made in the area of demining, encourages both parties to
intensify their demining efforts and stresses the need for continued commitment to
peace by destroying stockpiles of landmines;

Security Council resolution 1055 (1996) on the Situation in Angola

*The Security Council,*

**Expressing concern** at the extensive presence of landmines throughout Angola and
**emphasizing** the need for the political will to speed up demining efforts to enable the
free circulation of people and goods and to restore public confidence,

Security Council resolution 1045 (1996) on the Situation in Angola

*The Security Council,*

3. **Expresses** deep concern at the numerous delays in the implementation of the Lusaka
Protocol, **reminds** the Government of Angola and UNITA of their obligations to
consolidate the peace process and, in this regard, **urges** them to maintain an effective
cease-fire, conclude their military talks on integration of the armed forces, undertake active engagement in the demining process, and commence the integration of UNITA personnel into administrative and governmental institutions in furtherance of the objective of national reconciliation;

Security Council resolution 1008 (1995) on the Situation in Angola

_The Security Council,_

9. _Urges_ the two parties to put an immediate and definitive end to the renewed laying of mines and to reported unauthorized movement of troops;

20. _Endorses_ the Secretary-General's appeal and encourages donors to respond with generous and timely financial contributions to the humanitarian effort and provision of mine clearance, bridging and road repair equipment and materials and other supplies necessary for setting up the quartering areas;

Security Council resolution 976 (1995) on the Situation in Angola

_The Security Council,_

5. _Stresses_ the importance it attaches to the expeditious establishment of a well-coordinated and comprehensive mine clearance programme in Angola as set out in the Secretary-General's report dated 1 February 1995, and _requests_ him to inform the Council of progress in its implementation;

Security Council resolution 966 (1994) on the Situation in Angola

_The Security Council,_

13. _Requests_ the Secretary-General to inform the Security Council of the next steps to be taken by the United Nations to implement a well-coordinated and comprehensive mine clearance programme in Angola;

CAMBODIA

Security Council resolution 880 (1993), on the Situation in Cambodia

_The Security Council,_

Noting the need to ensure the safe and orderly completion of the withdrawal of the military component of UNTAC from Cambodia, and the continuity of the vital mine clearance and training functions of the Cambodia Mine Action Centre(CMAC),

10. Decides to extend the period of withdrawal of the mine clearance and training unit of UNTAC until 30 November 1993;

CROATIA

Security Council resolution 1335 (2001) on Authorization of UN Military Observers to Continue Monitoring the Demilitarization of the Prevlaka Peninsula
The Security Council,

Reiterates its call upon the parties to put a comprehensive demining programme in place in the identified minefields in the UNMOP area of responsibility;

Security Council resolution 1307 (2000) on the Situation in the Prevlaka Peninsula

The Security Council,

Reiterates its call upon the parties to put a comprehensive demining programme in place in the identified minefields in the UNMOP area of responsibility;

Security Council resolution 1285 (2000) on the Situation in the Prevlaka Peninsula

The Security Council,

Reiterating its call upon the parties urgently to put in place a comprehensive demining programme,

Security Council resolution 1252 (1999) on the Situation in the Prevlaka Peninsula

The Security Council,

Reiterating its call upon the parties urgently to put in place a comprehensive demining programme,

Security Council resolution 1222 (1999) on the Situation in the Prevlaka Peninsula

The Security Council,

Reiterating its call upon the parties urgently to put in place a comprehensive demining programme,

Security Council resolution 1185 (1998) on the Situation in the Prevlaka Peninsula

The Security Council,

Concerned, however, at the continued long-standing violations of the demilitarization regime in the United Nations designated zones in the region and the failure of the parties to improve their compliance with the demilitarization regime as recommended by the United Nations Mission of Observers in Prevlaka, including important demining activities within the demilitarized area, and by continued restrictions on the freedom of movement of its personnel within their area of responsibility,

3. Reiterates its call upon the parties to cease all violations of the demilitarization regime in the United Nations designated zones, to cooperate fully with the United Nations military observers and to ensure their safety and full and unrestricted freedom of movement, and calls upon them to complete promptly the demining of the area;

Security Council resolution 1037 (1996) on establishment of the UN Transitional Administration for Eastern Slavonia, Baranja and Western Sirmium
The Security Council,

12. Decides that UNTAES shall also monitor the parties’ compliance with their commitment, as specified in the Basic Agreement, to respect the highest standards of human rights and fundamental freedoms, promote an atmosphere of confidence among all local residents irrespective of their ethnic origin, monitor and facilitate the demining of territory within the Region, and maintain an active public affairs element;

Security Council resolution 947 (1994) on the Situation in Croatia

The Security Council,

1. Welcomes the report of the Secretary-General of 17 September 1994 (S/1994/1067), and approves the proposals therein concerning UNPROFOR's activities in relation to mine-clearance, public information and civilian police;

CYPRUS

Security Council resolution 1251 (1999) on the Situation in Cyprus

The Security Council,

5. Calls upon both sides to take measures that will build trust and cooperation and reduce tensions between the two sides, including demining along the buffer zone;

Security Council resolution 1218 (1998) on the Situation in Cyprus

The Security Council,

5. Requests further the Secretary-General, in particular, to work intensively with the two sides on the following, taking into account resolution 1178 (1998) of 29 June 1998:
   (a) An undertaking to refrain from the threat or use of force or violence as a means to resolve the Cyprus problem;
   (b) A staged process aimed at limiting and then substantially reducing the level of all troops and armaments on Cyprus;
   (c) Implementation of the United Nations Peacekeeping Force in Cyprus (UNFICYP) package of measures aimed at reducing tensions along the ceasefire lines, and a commitment to enter into discussions with UNFICYP with a view to early agreement on further specific and related tension-reducing steps, including demining along the buffer zone;

Security Council resolution 1062 (1996) on the Situation in Cyprus

The Security Council,

6. Calls upon the military authorities on both sides:
   (c) To clear all minefields and booby-trapped areas inside the buffer zone without further delay, as requested by UNFICYP;

DEMOCRATIC REPUBLIC OF CONGO
Security Council resolution 1399 (2002), on the Situation in the Democratic Republic of the Congo

General relevance

Security Council resolution 1291 (2000), on the Situation in the Democratic Republic of the Congo

The Security Council decides that MONUC, in cooperation with the JMC, shall have the following mandate,

i) to deploy mine action experts to assess the scope of the mine and unexploded ordnance problems, coordinate the initiation of mine action activities, develop a mine action plan, and carry out emergency mine action activities as required in support of its mandate;

Security Council resolution 1279 (1999), on the Establishment of MONUC

The Security Council,

4. Decides that the personnel authorized under its resolutions 1258 (1999) and 1273 (1999), including a multidisciplinary staff of personnel in the fields of human rights, humanitarian affairs, public information, medical support, child protection, political affairs and administrative support, which will assist the Special Representative, shall constitute the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) until 1 March 2000

ETHIOPIA/ERITREA


The Security Council, having considered the report of the Secretary-General of 8 March 2002 (S/2002/245),

11. Urges Ethiopia to provide the United Nations Mine Action Coordination Centre with clarifications to the information already put forward, as promised in this regard;

Security Council resolution 1369 (2001) on the Extension of the Mandate of the UN Mission in Ethiopia and Eritrea

The Security Council, having considered the report of the Secretary-General of 5 September 2001 (S/2001/843),

Ethiopia must provide UNMEE with full information and maps concerning all minefields so as to facilitate the work of the Mine Action Coordination Centre with a view, inter alia, to allow internally displaced persons to return safely to homes within the TSZ;


The Security Council,
2. *Calls on* the parties to continue working towards the full and prompt implementation of their Agreements, including an expeditious completion of the remaining steps, in particular the rearrangement of forces necessary for the establishment of the Temporary Security Zone, and to fulfill the following obligations:

a. to ensure freedom of movement and access for UNMEE;
b. to establish a direct air corridor between Addis Ababa and Asmara in the interests of the safety of United Nations personnel;
c. to conclude Status of Forces Agreements with the Secretary-General;
d. to facilitate mine action in coordination with the United Nations Mine Action Service, in particular through exchanging and providing existing maps and any other relevant information to the United Nations;

Security Council resolution 1320 (2000) on Deployment of Troops and Military Observers in the UN Mission in Ethiopia and Eritrea

*The Security Council,*

Recalling its resolution 1312 (2000) of 31 July 2000, which established the United Nations Mission in Ethiopia and Eritrea (UNMEE),

2. Authorizes the deployment within UNMEE of up to 4,200 troops, including up to 220 military observers, until 15 March 2001, with a mandate to:

h) Coordinate and provide technical assistance for humanitarian mine action activities in the TSZ and areas adjacent to it;

Security Council resolution 1312 (2000) on Establishment of the UN Mission in Ethiopia and Eritrea

*The Security Council,*

4. Requests the parties to facilitate the deployment of mine action experts and assets under the United Nations Mine Action Service to further assess the mine and unexploded ordnance problem and to provide technical assistance to the parties to carry out emergency mine action required;

5. Decides that the measures imposed by paragraph 6 of its resolution 1298 (2000) shall not apply to the sale or supply of equipment and related matériel for the use of the United Nations Mine Action Service, or to the provision of related technical assistance and training by that Service;

GEORGIA


*The Security Council,*

11. **Condemns** the acts of violence against the personnel of UNOMIG, the renewed laying of mines in the Gali region and also the attacks by armed groups, operating in
the Gali region from the Georgian side of the Inguri River, against the CIS peacekeeping force and demands that the parties, in particular the Georgian authorities, take determined measures to put a stop to such acts which subvert the peace process;

Security Council resolution 1187 (1998) on the Situation in Georgia

The Security Council.

12. Encourages further contributions to address the urgent needs of those suffering most from the consequences of the conflict in Abkhazia, Georgia, in particular internally displaced persons, including contributions to the voluntary fund in support of the implementation of the Moscow Agreement and/or for humanitarian aspects including demining, as specified by donors, requests the Secretary-General to consider the means of providing technical and financial assistance aimed at the reconstruction of the economy of Abkhazia, Georgia, following the successful outcome of the political negotiations, and welcomes the planning of a needs assessment mission;

Security Council resolution 1124 (1997) on the Extension of the Mandate of the UN Observer Mission in Georgia (UNOMIG)

The Security Council,

11. Condemns the acts of violence against the personnel of UNOMIG, the renewed laying of mines in the Gali region and also the attacks by armed groups, operating in the Gali region from the Georgian side of the Inguri River, against the CIS peacekeeping force and demands that the parties, in particular the Georgian authorities, take determined measures to put a stop to such acts which subvert the peace process;

Security Council resolution 1096 (1997) on the Extension of the Mandate of the UN Observer Mission in Georgia (UNOMIG)

The Security Council,

14. Condemns the continued laying of mines, including new types of mines, in the Gali region, which has already caused several deaths and injuries among the civilian population and the peacekeepers and observers of the international community, and calls upon the parties to take all measures in their power to prevent mine-laying and intensified activities by armed groups and to cooperate fully with UNOMIG and the CIS peacekeeping force in order to honour their commitments to ensure the safety and the freedom of movement of all personnel of the United Nations, the CIS peacekeeping force and international humanitarian organizations;

15. Urges the Secretary-General to continue to take the necessary steps in response to the threat posed by the laying of mines in order to improve security conditions so as to minimize the danger to UNOMIG personnel and to create conditions for the effective performance of its mandate;

Security Council resolution 1124 (1997) on the Extension of the Mandate of the UN Observer Mission in Georgia (UNOMIG)
The Security Council.

14. **Condemns** the continued laying of mines, including new types of mines, in the Gali region, which has already caused several deaths and injuries among the civilian population and the peacekeepers and observers of the international community, and **calls upon** the parties to take all measures in their power to prevent mine-laying and intensified activities by armed groups and to cooperate fully with UNOMIG and the CIS peacekeeping force in order to honour their commitments to ensure the safety and the freedom of movement of all personnel of the United Nations, the CIS peacekeeping force and international humanitarian organizations;

15. **Urges** the Secretary-General to take the necessary steps in response to the threat posed by the laying of mines in order to improve security conditions so as to minimize the danger to UNOMIG personnel and to create conditions for the effective performance of its mandate;

Security Council resolution 1065 (1996) on the Situation in Georgia

The Security Council,

10. **Condemns** the laying of mines in the Gali region, which has already caused several deaths and injuries among the civilian population and the peace-keepers and observers of the international community, and **calls upon** the parties to take all measures in their power to prevent mine laying and to cooperate fully with UNOMIG and the CIS peace-keeping force in order to honour their commitments to ensure the safety and the freedom of movement of all personnel of the United Nations, the CIS peace-keeping force and international humanitarian organizations;

11. **Encourages** the Secretary-General to take the necessary steps in response to the threat posed by the laying of mines in order to improve security conditions so as to minimize the danger to UNOMIG personnel and to create conditions for the effective performance of its mandate;

GUINEA BISSAU

Security Council resolution 1233 (1999) on the Situation in Guinea Bissau

The Security Council,

10. **Emphasizes the need for urgent demining of affected areas to pave the way for the return of refugees and displaced persons and for the resumption of agricultural activities, encourages ECOMOG to continue its demining activities and calls upon States to provide the necessary assistance for demining;**

IRAQ


The Security Council, calls upon the government of Iraq:
(v) to extend full cooperation to the United Nations Office for Project Services mine-clearance programme in the three northern Governorates of Iraq and to consider the initiation of the demining efforts in other Governorates;

**KOSOVO (FRY)**

Security Council resolution 1244 (1999) on the Situation Relating to Kosovo

Annex II

6. After withdrawal, an agreed number of Yugoslav and Serbian personnel will be permitted to return to perform the following functions:
- Liaison with the international civil mission and the international security presence;
- Marking/clearing minefields;
- Maintaining a presence at Serb patrimonial sites;
- Maintaining a presence at key border crossings.

**LEBANON**


_The Security Council,_

_Welcomes_ the continued contribution of UNIFIL to operational demining, _encourages_ further assistance in mine action by the United Nations to the Government of Lebanon in support of both the continued development of its national mine action capacity and emergency demining activities in the south, _commends_ donor countries for supporting these efforts through financial and in-kind contributions and welcomes in this regard the establishment of the International Support Group, _takes note_ of the communication to the Government of Lebanon and UNIFIL of maps and information on the location of mines and _stresses_ the necessity to provide the Government of Lebanon and UNIFIL with any additional maps and records on the location of mines;


_The Security Council,_

_11. Welcomes_ the continued contribution of UNIFIL to operational demining, _encourages_ further assistance in mine action by the United Nations to the Government of Lebanon in support of both the continued development of its national mine action capacity and emergency demining activities in the south, _commends_ donor countries for supporting these efforts through financial and in-kind contributions, and _stresses_ the necessity to provide the Government of Lebanon and UNIFIL with any additional maps and records on the location of mines.
The Security Council,

10. Welcomes the contribution of UNIFIL to operational demining, encourages further assistance in mine action by the United Nations to the Government of Lebanon in support of both the continued development of its national mine action capacity and emergency demining activities in the south, and calls on donor countries to support these efforts through financial and in-kind contributions;

LIBERIA


The Security Council,

3. Decides that UNOMIL shall comprise military observers as well as medical, engineering, communications, transportation and electoral components, in the numbers indicated in the Secretary-General’s report, together with minimal staff necessary to support it, and shall have the following mandate:

(g) To train ECOMOG engineers in mine clearance and, in cooperation with ECOMOG, coordinate the identification of mines and assist in the clearance of mines and unexploded bombs;

MOZAMBIQUE

Security Council resolution 957 (1994) on the Situation in Mozambique

The Security Council,

4. Decides to extend the existing mandate of ONUMOZ until the new Government of Mozambique takes office, as recommended by the Secretary-General in his letter of 9 November 1994, but not later than 15 December 1994, and authorizes ONUMOZ, in particular a limited number of civilian logisticians, mine clearance and training personnel, military specialists, staff officers and a small detachment of infantry, to complete its residual operations prior to its withdrawal on or before 31 January 1995;

Security Council resolution 916 (1994) on the Situation in Mozambique

The Security Council,

14. Emphasizes the importance of progress being made in the area of mine clearance and related training in Mozambique, welcomes the Secretary-General’s intention to accelerate the implementation of the United Nations programme in this area and expresses appreciation to those countries which have provided assistance in this regard;

The Security Council,
7. Welcomes the progress made by the Commission for the new Mozambican Defense Force (CCFDM), in particular in relation to the training of instructors at Nyanga, and also the progress on mine-clearing.

RWANDA

Security Council resolution 965 (1994) on the Situation in Rwanda

_The Security Council,

Noting also that the widespread dispersal of landmines is causing hardship to the civilian population and is hampering the return of refugees and displaced persons and other humanitarian relief efforts,

7. Requests the Secretary-General to make recommendations on possible steps that could be taken by the United Nations to promote the establishment of an effective mine clearance programme in Rwanda;

Security Council resolution 972 (1993) on the Situation in Rwanda

_The Security Council,

3. Decides that, drawing from the Secretary-General’s recommendations, UNAMIR shall have the following mandate:

(d) To assist with mine clearance, primarily through training programmes;

SIERRA LEONE

Security Council resolution 1400 (2002) on the Situation in Sierra Leone

General Relevance


_The Security Council,

13. Welcomes the intention of the Secretary-General, as indicated in his report of 11 January 2000, to establish within UNAMSIL a landmine action office responsible for awareness training of UNAMSIL personnel and for the coordination of mine action activities of non-governmental organizations and humanitarian agencies operating in Sierra Leone;

WESTERN SAHARA

Security Council resolution 1232 (1999) on the Situation in Western Sahara

_The Security Council,

3. Welcomes the signature, by the Government of Morocco and the MINURSO Force Commander, of the agreement on mines and unexploded ordnance mentioned in paragraph 13 of the report of the Secretary-General, and urges the POLISARIO Front to engage in a similar effort;

Security Council resolution 1185 (1998) on the Situation of Western Sahara
The Security Council,

5. Notes the continuing deployment of the engineering units required for demining activities and of the administrative staff required to support the deployment of military personnel as proposed in annex II of the report of the Secretary-General of 13 November 1997 (S/1997/882), as further described in the recommendations of the report of the Secretary-General of 13 April 1998 (S/1998/316);

7. Calls for a prompt conclusion of status-of-forces agreements with the Secretary-General which would greatly facilitate the full and timely deployment of MINURSO-formed military units, in particular the deployment of the military engineering support and demining units, and in this context notes progress that has been made, and recalls that pending the conclusion of such agreements, the model status-of-forces agreement dated 9 October 1990 (A/45/594), as provided for in General Assembly resolution 52/12 B, should apply provisionally;

Security Council resolution 1163 (1998) on the Situation in Western Sahara

The Security Council,

3. Notes the continuing deployment of the engineering units required for demining activities and of the administrative staff required to support the deployment of military personnel as proposed in annex II of the report of the Secretary-General of 13 November 1997 (S/1997/882), as further described in the recommendations of the report of the Secretary-General of 13 April 1998;

Security Council resolution 1148 (1998) on the Situation in Western Sahara

The Security Council,

1. Approves the deployment of the engineering unit required for demining activities and of the additional administrative staff required to support the deployment of military personnel as proposed in annex II of the report of the Secretary-General of 13 November 1997;

II - OTHER RESOLUTIONS

GENDER


The Security Council,

Emphasizing the need for all parties to ensure that mine clearance and Mine Risk Education programmes take into account the special needs of women and girls,

PROTECTION OF CIVILIANS


The Security Council,
Takes note of the entry into force of the Convention on the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and their Destruction of 1997 and the amended Protocol on Prohibitions or Restrictions on the Use of Mines, Booby Traps and Other Devices (Protocol II) annexed to the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects of 1980, recalls the relevant provisions contained therein, notes the beneficial impact that their implementation will have on the safety of civilians and encourages those in a position to do so to support humanitarian mine action, including by providing financial assistance to this end;

Security Council resolution 1265 (1999) On The Protection Of Civilians In Armed Conflict

The Security Council,

18. Takes note of the entry into force of the Convention on the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and their Destruction of 1997 and the amended Protocol on Prohibitions or Restrictions on the Use of Mines, Booby Traps and Other Devices (Protocol II) annexed to the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects of 1980, recalls the relevant provisions contained therein, and notes the beneficial effect that their implementation will have on the safety of civilians;

PROTECTION OF CHILDREN


The Security Council Calls upon all parties to armed conflict to:

(a) “Respect fully the relevant provisions of applicable international law relating to the rights and protection of children in armed conflict, in particular the Geneva Conventions of 1949 and the obligations applicable to them under the Additional Protocols thereto of 1977, the United Nations Convention on the Rights of the Child of 1989, the Optional Protocol thereto of 25 May 2000, and the amended Protocol II to the Convention on Prohibition or Restriction on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects, the International Labour Organization Convention No. 182 on the Elimination of the Worst Forms of Child Labour and the Ottawa Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction, and notes the inclusion as a war crime in the Rome Statute of the conscription or enlistment of children under the age of fifteen years into the national armed forces or using them to participate actively in hostilities;”


The Security Council,
Underlining the need for all parties concerned to comply with the provisions of the Charter of the United Nations and with the rules and principles of international law, in particular international humanitarian, human rights and refugee law, and to implement fully the relevant decisions of the Security Council, and recalling the relevant provisions on the protection of children contained in International Labour Organization Convention No. 182 on the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labour, the Rome Statute of the International Criminal Court and the Ottawa Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destructio.,


The Security Council,

17. Reaffirms its readiness when dealing with situations of armed conflict:
(a) to continue to support the provision of humanitarian assistance to civilian populations in distress, taking into account the particular needs of children including, inter alia, the provision and rehabilitation of medical and educational services to respond to the needs of children, the rehabilitation of children who have been maimed or psychologically traumatized, and child-focused mine clearance and mine-awareness programmes;
Amendments