



Geneva International Centre for Humanitarian Demining Strategy 2012 – 2014

1. Working Context

Anti-personnel mines (AP mines), cluster munitions (CM) and other explosive remnants of war (ERW) affect civilians indiscriminately and remain an impediment to development long after the cessation of armed conflict. More than one-third of the world's countries remain contaminated by these weapons.

The comprehensive ban on AP mines, through the adoption of the AP Mine Ban Convention (APMBC), has been instrumental in reducing drastically the number of victims, the global mined area, and the laying of new AP mines. In 2009, the Second Review Conference reflected on progress made and remaining challenges. This led to the Cartagena Action Plan, with strong implementation commitments, including the need to focus on better identification of hazardous areas. The Convention on Cluster Munitions (CCM) has entered into force on 1st August 2010 and has gained much traction and wide support. The active involvement of some of the most affected countries in the work of the Convention is crucial. In addition, the Amended Protocol II on Mines, Booby-Traps and Other Devices and Protocol V on Explosive Remnants of War within the Convention on Certain Conventional Weapons (CCW) establish general restrictions and responsibilities regarding mines, cluster munitions and ERW.

After having singled out two of the worst indiscriminate weapons, international and national attention is now directed towards the broader phenomenon of armed violence. For example, the Explosive Weapons initiative deals with a broad range of weapons that have horrible effects on civilians when used in populated areas, while the Arms Trade Treaty (ATT) process aims at an international agreement to regulate the international transfer of all types of conventional weapons. Backed by the Geneva Declaration on Armed Violence and Development, the Oslo Commitments on Armed Violence and other processes, the international community nowadays widely recognizes that armed violence poses a serious obstacle to the achievement of the Millennium Development Goals.

At a more operational level:

- > Progress will accelerate in terms of countries meeting treaty obligations, reducing and eliminating the impact, or assuming responsibility for their remaining contamination problem, implying a fall in both the total volume of assistance required for national mine action programmes and in the total number of countries needing and seeking mine action assistance from the international community.

- > The assistance provided to some countries will not disappear, but may shift into wider explosives and weapons related activities or more targeted mine action support delivered, for example, via training workshops, short-term advisors, and South-South exchanges.
- > There is a clear move among donors towards greater focus on projects and country programmes, as opposed to the past practice of providing core funding to organisations with global activities.
- > Mine action is becoming a more competitive place. Contracting, compliance issues and business opportunities (e.g. with oil companies) are increasingly important. Resources are sometimes allocated to other activities, such as the destruction of a broader range of weapons. As a result, many mine action organisations are moving successfully into related fields.
- > Given donors' increasing focus on value-for-money, countries and organisations are expected to provide more justification for their activities, with clearer evidence of effectiveness - development outcomes and treaty compliance - and efficiency, by better definition of the contamination problem and by using the most cost effective ways to eliminate threats and constraints.
- > There is clear expectation that national authorities will assume greater ownership of mine action problems and their resolution, including managing treaty obligations and dealing with residual levels of contamination. The management of the long-term aspects of the problem, especially those affecting victims of landmines/ERW, has begun to shift towards other established social and governmental actors.
- > As in most sectors, rapid changes in technology – particularly Information & Communication Technology (ICT) – are creating opportunities for innovation and challenges for established platforms.

In summary, mine action remains an important humanitarian and development activity and significant tool of progress. It is changing shape and form as the nature of the remaining problem evolves and as the circumstances and conditions which surround it change.

2. Mandate

The GICHD strives for a world free of mines and other explosive hazards, where individuals and communities live in a safe environment, conducive to development.

The **mission** of the GICHD is to serve as a leading centre of excellence on mine action, and to help States Parties to implement the Anti-Personnel Mine Ban Convention, the Convention on Cluster Munitions and other relevant instruments of international law.

The GICHD bridges the gaps between research, lessons learnt and practice; it promotes evidence-based policies, develops standards and enhances professionalism, making mine action faster, cheaper, safer, more effective, sustainable and inclusive.

While focusing on core activities, the GICHD will be responsive to evolving trends. Evolution within mine action and related fields may demand an adaptation of the **scope** of the work of the Centre. The attached diagram shows the core activities in red: Delivery of expertise on strategic orientation and management of mine action programmes as well as on methods and techniques for land release and stockpile destruction. When there are opportunities and resources available, the GICHD also undertakes activities in other areas shown in grey, in particular the transfer of knowledge and capacity from mine action to the broader field of armed violence reduction (AVR).

GICHD's work is characterized by the following **working principles**:

- > The GICHD is committed to the principles of humanity, impartiality, neutrality and independence
- > The GICHD promotes aid effectiveness and, in particular, the use of and transition to national systems and ownership
- > The main partners of the GICHD are the national authorities and programmes of affected states, but it cooperates with all relevant organisations – international and regional organisations, national and international operators, research centres and commercial companies
- > The GICHD is responsive in all situations, including emergency, peacekeeping, disarmament, stabilisation, reconstruction and development
- > The GICHD is gender and diversity-sensitive in the planning, implementation and evaluation of its activities
- > The GICHD provides advisory and technical services to national organisations in mine-affected countries, in general, free-of-charge. Cost-sharing is normally sought for services provided to other partners, such as donor governments, operators and international organisations.

3. Strategic Objectives

The GICHD endeavours to make a key contribution to the achievement of the following strategic objectives:

Objective 1: Global clarity on explosive hazards

Mine action still lacks a complete and accurate picture of the extent of the explosive hazards problem, as well as the impact it has on countries, communities and people.

The GICHD shall accelerate progress toward global clarity by supporting partner countries in adopting effective survey and reporting methods, implementing sound information management practices, and documenting the impact of both explosives contamination and mine action.

Objective 2: High performing national authorities and national ownership

There are still major shortcomings in the delivery of value for money by mine action programmes. Achieving results and documenting success requires a clear understanding of both costs and benefits, as planned and actually delivered. The GICHD shall enhance the capacities of partner countries in designing and implementing programme-based resource allocation systems to improve performance, based on decision-support and quality management solutions at the strategic and operations levels.

4. Programmes

The programmes are designed to support the strategic objectives. When required, the activities are delivered through teams drawn from several specialist areas within the GICHD who provide integrated advice and solutions.

Strategic management

The GICHD aims at improving mine action policies, strategies and plans through the following programmes:

- > *Linking Mine Action, Security and Development Sectors* supports national authorities and their partners in:
 - Devising mine action strategies that are aligned with national priorities for security, development and poverty reduction
 - Designing and implementing priority-setting systems that focus resources on strategic objectives, and enhance transparency
 - Planning and managing the transition of responsibilities and ownership to capable national programmes.

- > *Quality Management, Monitoring and Evaluation* supports national authorities and their partners in:
 - Implementing robust quality management systems for more efficient delivery of priority outputs and outcomes
 - Documenting the negative impact of explosives contamination and the benefits accruing from mine action
 - Developing capacities for monitoring and evaluation.

Operations

The GICHD aims at improving operational efficiency and effectiveness through the following programmes:

- > *Land Release* supports national authorities and their partners in:
 - Formulating and implementing appropriate land release policies and plans
 - Developing land classification schemes based on type of contamination and risk assessments
 - Enhancing operational techniques and better targeting of survey and clearance resources
 - Improving mechanical and animal systems to support manual capacities and accelerate operational progress
 - Managing and monitoring mine action contracts
 - Dealing with liability and insurance issues
 - Developing more efficient quality assurance and quality control procedures in survey and clearance.

- > *Stockpile Destruction, EOD and Technology* supports national authorities and their partners in:
 - Applying appropriate methods of stockpile destruction of mines, cluster munitions and other types of weapons and ammunition
 - Improving the safety and security of ammunition management and storage
 - Applying safe and efficient methods of explosive ordnance disposal
 - Developing and advising on appropriate applications of technologies and equipment
 - Defining and categorizing explosive weapons based on their specific characteristics.

Information management

The GICHD aims at improving transparency, evidence-based decision-making and accountability in mine action at all levels through the following programmes:

- > *Information management capacity development* supports national authorities and their partners in:
 - Collecting and analysing data for day-to-day operations (mapping, tasking, progress monitoring, risk education, victim surveillance, etc.), as well as for strategic planning and prioritisation, monitoring, reporting and evaluation
 - Developing information management standards and standard indicators for progress and impact monitoring within and across countries

- Ensuring data quality through consistent data reconciliation practices
 - Combining mine action data with socio-economic data for priority setting as well as providing mine action information to development actors whose work or beneficiaries are affected by contamination.
- > *Information tool maintenance and development* ensures the technical functionality of the IMSMA NG (Information Management System for Mine Action, New Generation) software suite. The bulk of the activities concerns ensuring compatibility with new operating systems and versions of peripheral appliances. It also answers to the requests from the user community of enhancements of functionality.
- > *Research, innovation and prototyping* assesses a broad range of information management technologies and methods, including:
- Geodetic tools such as triangulation, GPS and differential GPS (dGPS)
 - Remote sensing for navigation and improved mapping baselines using Mini Aerial Photography Planes (MAPP), aerial and satellite imagery
 - Global-level data collection and analysis of contamination and corresponding suitability of the mine action toolbox.

5. Support to Standards and Laws

Support to Standards

The GICHD supports the global mine action community in the development and review of clear, complete and relevant International Mine Action Standards (IMAS) and guidelines through:

- > Provision of the *secretariat to the IMAS Review Board*, participation in the IMAS Steering Group, developing, reviewing and disseminating the IMAS, Technical Notes for Mine Action (TNMA) and Test and Evaluation Protocols (T&EP), as well as advising the mine action community on application of the IMAS and associated notes. Part of this function entails the management of the global database for Reporting, Analysis and Prevention of Incidents in Demining (RAPID) as an important source of information for the improvement of deminers' workplace safety.
- > Assisting national authorities in the *development and review of national mine action standards, NMAS and legislation*.

Support to International Law

The GICHD supports the development and implementation of instruments of international law that address the problem of explosive hazards.

The Centre hosts the Implementation Support Unit of the APMBC (*ISU-APMBC*) and provides logistical and administrative services, based on the agreements with the States Parties on implementation support. This includes the support of the intersessional meetings and of the sponsorship programme.

Based on a decision in principle of the Second Meeting of States Parties to the CCM, the GICHD is expected to host the *ISU-CCM*.

The Centre contributes, upon request, its *technical expertise* to the deliberations of legal and political processes that aim at reducing the humanitarian and development impact of weapons (APMBC, CCM, CCW, Explosive weapons initiative, etc) and remains open to provide broader support to such instruments.

6. Outreach

As a knowledge hub for mine action, the GICHD fosters extended communications. Information-sharing incorporates all relevant tools, in particular *publications* and their translations, as well as the GICHD *website*. On the website, Links and Information in Mine Action (LIMA) serves as key portal for the industry. Further knowledge transfer includes organising *workshops and conferences* (biennial technology workshop, annual International Meeting of National Mine Action Programme Directors and UN Advisers etc) and initiating *linguistic outreach programmes* (based on the experience with the francophone programme).

7. Resources and Management

Resources

Financial resources: The Centre aims to maintain annual revenues (including in-kind contributions) in the range of 12 - 14 million Swiss francs provided, whenever possible, through multi-year financial agreements and by a broadened donor group. This will allow full implementation of the Strategy. If revenues fall below that level, the concentration on core activities will be reinforced (cf. attached scope diagram).

Human Resources: The GICHD aims to attract highly-skilled personnel with ample experience and creativity, increasing the Centre's capacities to deliver integrated solutions. The Centre invests in its people to ensure they remain at the leading edge in their specialist areas. The Centre provides a working climate free from harassment and enforces rules and policies necessary to maintain an open and supportive work environment. The Centre promotes equal opportunities, irrespective of gender, culture, religion, disability, etc.

Management

Management principles: The GICHD maintains a flat organisational structure and an integrated approach to planning, delivery, and evaluation of activities. The Centre is committed to maintaining an excellent level of support services for both external and internal clients. Outsourcing of administrative tasks and shared-service agreements with other organisations is an option for increasing efficiency.

Performance management: The GICHD structures its work around multi-year programme strategies and budgets. Work Plans and measurable performance targets are developed each year within the framework of this strategy. Semi-annual and annual progress reports will review results and progress in achieving the strategic objectives.

Programme development: While retaining the capacity to respond to requests for assistance, the GICHD follows a proactive approach to promote the Centre's strategic objectives. The Centre develops and delivers innovative, performance-enhancing solutions through a flexible approach, mobilising the best expertise available: staff, consultants and, increasingly, partnerships and networks. In particular, the Centre seeks to engage organisations and individuals from mine and ERW-affected countries.

Knowledge management: The GICHD implements a comprehensive set of information management and internal communication activities that capture, synthesise and highlight knowledge, in order to provide staff members and partners with reliable and accessible information about the Centre's achievements and lessons learnt.

8. Monitoring and Evaluation

The context analysis and the implementation of the strategy are reviewed annually. Regular evaluations of major thematic work streams are conducted. A broader evaluation of the GICHD overall shall take place, by early 2014, to assess the Centre's success in delivering on its current strategy and to inform the next strategic planning cycle.

Attachment: Scope of GICHD activity

Scope of GICHD Activity



core activities

subsidiary activities