

Mine Action Innovation Hub Strategic Steering Board Terms of Reference

1. Introduction

This document describes the draft Terms of Reference (ToR) of the Mine Action Innovation Hub's Strategic Steering Board (SSB).

In 2023, GICHD conducted an initial evaluation of the Mine Action Innovation System¹ through desktop research and stakeholder consultations, culminating in the identification of several primary challenges, including insufficient needs-based and evidence-based approaches, inadequate coordination and collaboration, funding, legal and regulatory frameworks, "silver bullet" bias approach to many initiatives. These challenges received broad acknowledgement during the 2023 GICHD Innovation Conference and follow-up consultations, underscoring the importance of recognizing the need for coordinated efforts that will enable and foster innovation in mine action².

The establishment of a Mine Action Innovation Hub has been suggested by the GICHD and widely accepted by stakeholders. Conceptually, the Innovation Hub is a collaborative space and a set of initiatives that foster evidence-based problem-solving and inclusive partnerships to enable innovation within the field of mine action and ammunition management.

The main objectives of the Innovation Hub include:

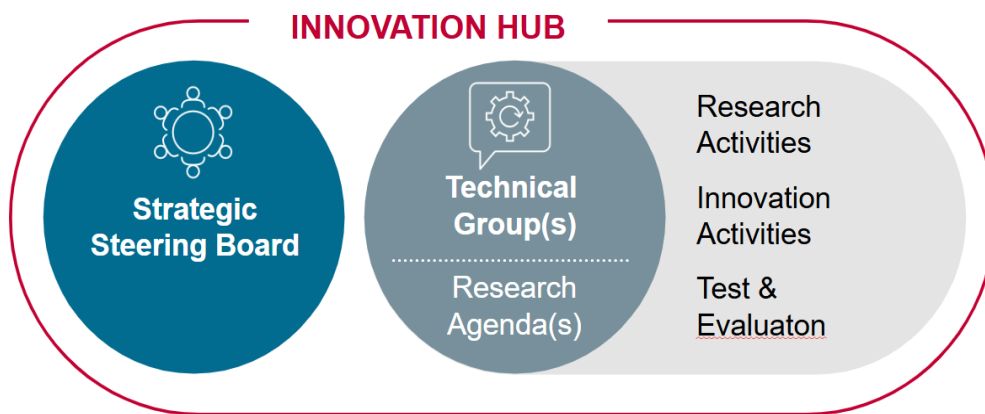
1. Research: Evidence-based needs requiring research and innovation are identified and documented through Research Agendas.
2. Test and Evaluation: Potential applications of new technologies and methodologies are identified, tested, evaluated and reported.
3. Innovation activities: Good practice on research and innovation is shared and disseminated consistently through coordination between various stakeholders.
4. Partnerships: Further development of new technologies and methodologies is promoted through partnerships, dialogue, and cooperation.

To pursue the implementation of the Mine Action Innovation Hub, it has been agreed to establish the following governance structure:

- a) Strategic Steering Board: that focuses on the big picture by setting strategic priorities and identifying demands based on collective insights.
- b) Innovation Technical Group(s): that has an active and technical role in shaping innovation by identifying specific challenges, assessing technology maturity, reviewing relevant frameworks, and ensuring global, regional, and national coordination.

¹ In the context of MA Innovation System is defined as *the dynamic array of interconnected stakeholders, activities, components, institutions and their respective relationships, either collaborative and/or competitive, that influence the emergence, dissemination, and adoption of innovation in MA.*

² In the context of EORR, Innovation is defined as *creation or adoption of a new or improved product or process which is novel to EORR, addresses evidence-based problems, and contributes to safer, more efficient, and more effective management of the threats posed by explosive ordnance.* Innovation may take various forms, including a policy, a methodology, a process, or a product (technological or other). It could also take more than one form (e.g. new processes might be only feasible if supported by new tools).



2. Scope of work: Strategic Steering Board

The SSB serves as the guiding force behind the Mine Action Innovation Hub. Its members represent major stakeholder groups, and their role is to meet annually to set the Research and Innovation (R&I) priorities for the Hub. By pooling insights and evidence from across the sector, this board identifies critical demands within the landscape of mine action and ammunition management.

Responsibilities of the SSB

- Setting a strategic vision and long-term objectives: The Board will be responsible for defining a long-term vision for research and innovation for the Innovation Hub. This involves establishing overarching strategic goals and objectives, ensuring alignment with the global needs and priorities of the field.
- Overseeing and guiding the Innovation Technical Group(s) (ITG)'s work: The Board will oversee the activities of the ITG, providing feedback on their work, and ensuring that the ITG's efforts align with the strategic goals set by the Board. This oversight ensures that the innovation work progresses in the desired direction.
- Fostering global and regional partnerships: The Board will take a high-level role in fostering collaborations with international and regional partners, both within the mine action sector and beyond, to ensure that innovations are shared and adapted across different contexts. This might also involve liaising with other sectors (e.g., humanitarian, development, technology) to facilitate cross-sectoral partnerships.
- Advocating for allocation of resources: One of the key roles of the Board will be to advocate for financial, technical, and human resources to support the innovation efforts. This includes engaging with donors, partners, and stakeholders to ensure the necessary resources are available and allocated efficiently across initiatives.
- Ensuring the integration of innovation into practice: The Board will play a crucial role in embedding the outcomes of the Innovation Hub's work into the sector by facilitating knowledge transfer, promoting best practices, and supporting the adoption of new methodologies and technologies.
- Evaluating and monitoring impact and driving continuous improvement: The Board will assess the effectiveness of innovation efforts, ensuring that lessons learned are captured and applied.

3. Structure

Membership

Membership of the SSB is voluntary. The board consists of representatives from key stakeholder groups, ensuring that a broad range of perspectives is considered. The following structure applies:

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- a) 1 x board chair: GICHD
 - b) 1 x member representing an NMAA
 - c) 1 x member representing a national non-governmental mine action organization
 - d) 1 x member representing international mine action organizations
 - e) 1 x member representing the UN or other intergovernmental organization
 - f) 1 x member representing international donor community
 - g) 1 x member representing academic institutions that work in research and innovation
 - h) 1 x member representing private sector
 - i) 1 x member representing defence and security actors involved in humanitarian demining
 - j) 1 x member representing an innovation agency

To ensure a continued diversity of perspectives, all members shall rotate after a period of two years. Each outgoing member shall propose the appointment of a new representative from the same stakeholder group, subject to approval by the Board.

The initial composition of the Board is outlined in Annex A (omitted).

The Co-Chairs of the ITG shall be invited to participate in SSB meetings to report on ongoing and planned activities.

Chair

The board is chaired by the Director of the GICHD.

Secretariat

The GICHD serves as the Secretariat for the Board. The Secretariat's responsibilities include:

- Plan and organize board meetings in coordination with the Chair.
- Communicate meeting agendas.
- Produce and distribute meeting minutes, collect comments, and obtain approval from the Chair.
- Assist the Chair with the production and implementation of workplans.
- Act as the point of coordination for all information circulation and data collection.
- Liaise and coordinate with other forums and coordination bodies, where appropriate.

4. Working procedures

Meetings

The SSB will convene periodically, holding one to two meetings per year. At least one in-person meeting will be conducted annually, ideally in conjunction with other international mine action events. Additional meetings can be organized as needed, based on the consensus of SSB members, and can take place in various locations as required.

Information on meeting agenda will be distributed to the members 5 working days prior to the SSB meeting.

The SSB will also use electronic communication to discuss issues and regularly exchange ideas.

The Secretariat will draft meeting minutes in coordination with the chair. These draft minutes will be distributed to SSB members and ITG Co-Chairs within 20 working days after the meeting, followed by a 10-working day "Silence Procedure" to allow members to provide comments and remarks before the minutes are approved and distributed.

SSB meeting minutes and recommendations are circulated within the ITG.

Decision-making

Decisions shall be taken by consensus whenever possible. If consensus cannot be reached, decisions shall be made by a majority vote of the members present.

5. Entering into Effect

This ToR was elaborated and reviewed by the SSB members and approved via Silence Procedure on the 22 July 2025. This ToR can be revised at any time per the request of the SSB members and a minimum of every two years.