

QUICK START GUIDE

GUIDE TO STRATEGIC PLANNING IN MINE ACTION



GICHD

The Geneva International Centre for Humanitarian Demining (GICHD) is an international expert organisation based in Switzerland that works to eliminate mines, explosive remnants of war and other explosive hazards. By undertaking research, developing standards and disseminating knowledge, the GICHD supports capacity development in mine-affected countries. It works with national and local authorities to help them plan, coordinate, implement, monitor and evaluate mine action programmes. The GICHD also contributes to the implementation of the Anti-Personnel Mine Ban Convention, the Convention on Cluster Munitions and other relevant instruments of international law. The GICHD follows the humanitarian principles of humanity, impartiality, neutrality and independence.

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USING THIS AIDE MEMOIRE

This aide memoire sets out the main principles of strategic planning for mine action described in the *Guide to Strategic Planning for Mine Action*. Strategic planners should familiarise themselves with the content of the main Guide and refer to it for more detailed information whenever it is useful to do so.

Within this guide a number of icons are used to flag up particularly important points and to direct readers towards other sources of information.



Shows where to look in the main guide for more information on a topic.



Indicates a topic of particular importance.



Indicates that more information on this topic is available on the GICHD website.



Internet resources available.

Process maps are provided to describe typical sequences of events, decisions and activities and to act as check lists for strategic planners.

STRATEGIC PLANNING

OUTLINE STRUCTURE OF A NATIONAL MINE ACTION STRATEGIC PLAN

- 1. Vision, mission, goals and strategic objectives (what the plan intends)**
- 2. Approval and endorsement**
- 3. Context (why the plan is the way it is)**
 - Analysis of the situation
 - Scope of the problem (landmines, CM, ERW, AXO, etc.)
 - Existing responses (land release, MRE, VA, PSSM, etc.) and assessment of available capacities
 - Results of previous evaluations (if available)
- 4. Action Plans (how the strategic plan will be achieved)**
 - Coordination
 - Roles and responsibilities
 - Institutional frameworks and capacity building
 - Resource mobilisation
 - RBM, QM and IM
 - Action plans for each strategic objectives
- 5. Indicators and monitoring (how operational progress will be demonstrated, measured and assessed)**
- 6. Risk analysis and management**
- 7. Evaluation (how the overall success of the plan will be assessed)**
- 8. Reviews (how the plan will be kept on track and improved over time)**

KEY PRINCIPLES


- **Participation**

Inclusive processes in which stakeholders are involved and have the opportunity to influence the process encourage ownership, confidence and commitment.


- **Transparency**

Ensures that stakeholders are kept informed, have reliable and up to date information available to support decision-making and helps control corruption.


- **Information Management**

Is essential for valid planning, based on reliable evidence, for effective and efficient operational decision-making and for the monitoring and evaluation of implementation activities. 

- **Monitoring**

Involves the systematic collection of data on specified performance indicators to provide management and stakeholders with information about progress towards achievement of objectives and use of allocated funds. 

- **Evaluation**

Is the systematic and objective determination of the merit or value of an intervention, programme or project, based on monitoring and using IM. 

- **Review**

Is the process of considering all the available evidence to determine the suitability, adequacy and effectiveness of the strategic plan, and to identify areas requiring action to improve them.

- **Continual improvement**


Action to increase the probability of satisfying beneficiary and stakeholder requirements. 

FIGURE 1 THE STRATEGIC PLANNING CYCLE

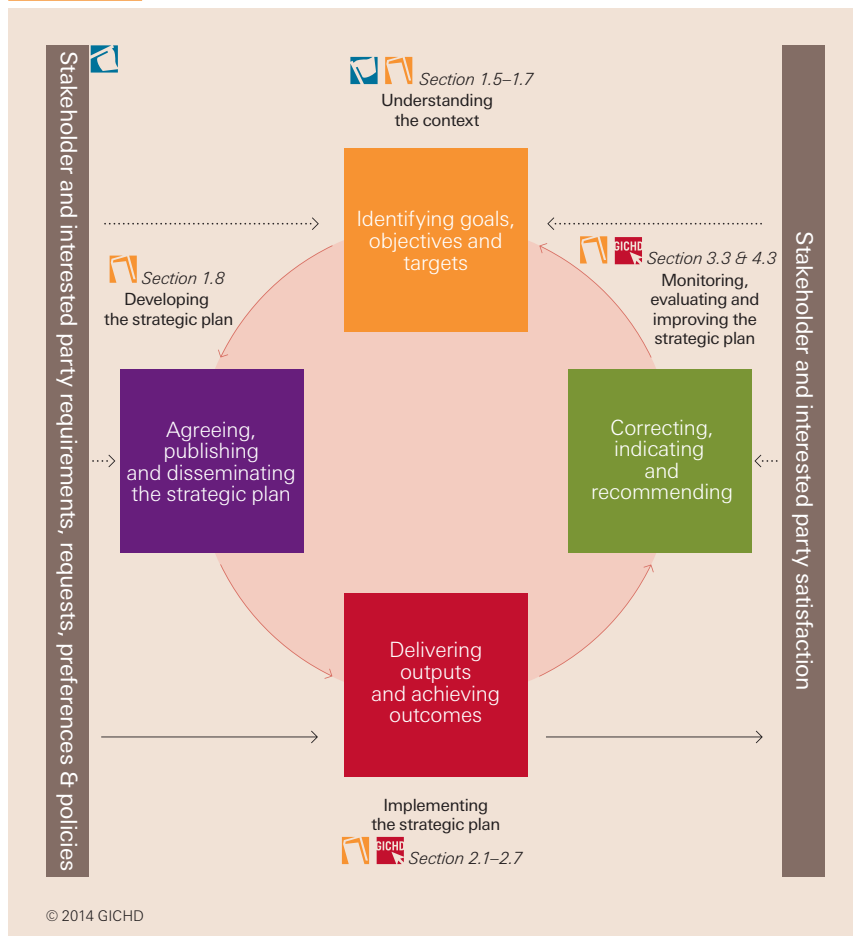
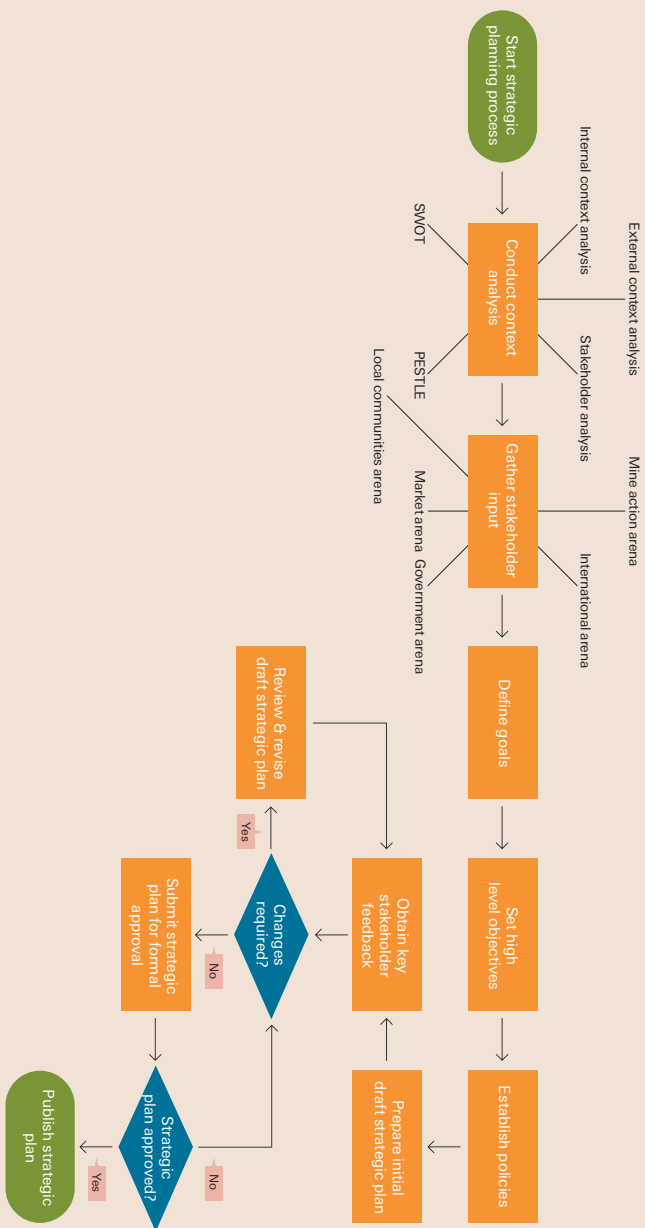





FIGURE 3 PREPARING THE STRATEGIC PLAN





1. UNDERSTAND THE CONTEXT

Section 1.5 – 1.7

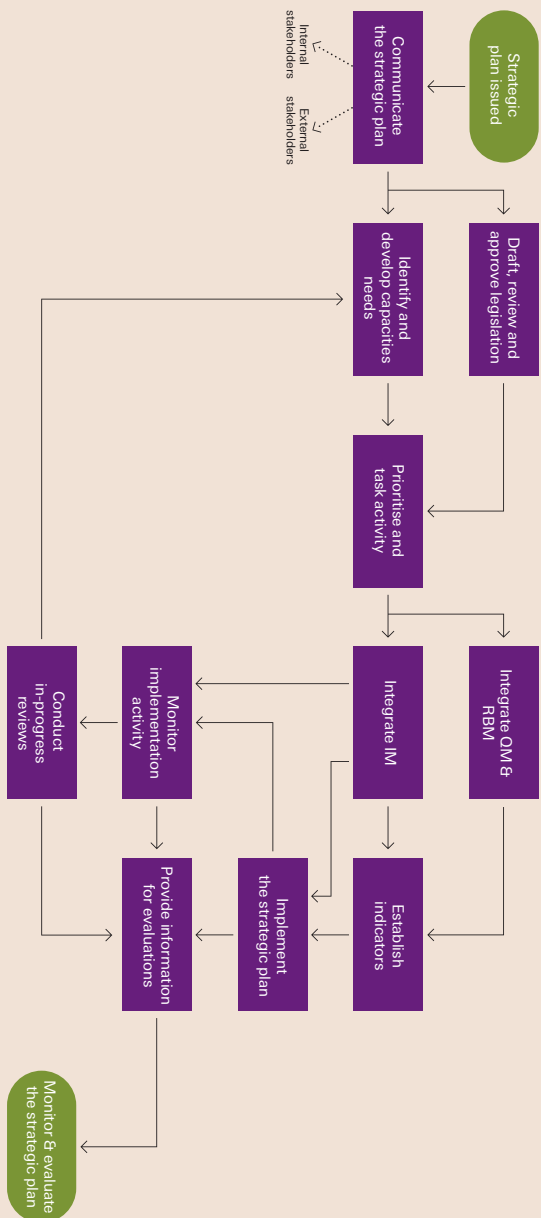
- Take into account social and cultural factors, gender and diversity, ethnic and religious groups, at national, regional and local levels.
- Update assessments of legal and regulatory requirements (labour law, safety, environment, etc.) and of IMAS/NMAS.
- Review treaty obligations and assess compliance status (APMBC, CCM, CCW, CRPD, MDGs, UNSCRs). 
- Review implications of national government plans and strategies.
- Identify environmental factors and requirements.
- Identify relevant government ministries and agencies.
- Assess existing capacities, capabilities and competences. 
- Assess suitability of IM systems.
- Review previous evaluation results (if available). Conduct SWOT, PESTLE etc.
- Carry out stakeholder analysis and identify key expectations, requirements and preferences. 
- Define vision, goals and strategic objectives.

2. DEVELOP THE STRATEGIC PLAN

Section 1.8

- Allocate responsibility for managing the planning process, drafting the strategic plan and obtaining formal acceptance.
- Encourage stakeholder participation.
- Establish action plans for each strategic objective.
- Identify roles and responsibilities for implementation of the plan.
- Identify capacity development needs within mine action pillars, QM, IM, training, prioritisation etc.
- Define the institutional architecture of the MAP.
- Define resource mobilisation requirements.
- Identify regulatory requirements (development of new NMAS etc.) and establish action plans.
- Identify risks to the successful implementation of the strategic plan and describe key controls and mitigation measures.
- Obtain feedback on the draft strategic plan.
- Update the plan in light of feedback and obtain formal approval from the designated authority.

FIGURE 5 IMPLEMENTING THE STRATEGIC PLAN



3. IMPLEMENT THE STRATEGIC PLAN

Section 2.1 – 2.7







- Communicate the plan (websites, conferences, training programmes, hard copy distribution, etc.)
- Manage information:
 - ▶ Identify performance indicators 
 - ▶ Establish data collection processes 
 - ▶ Check and analyse data
 - ▶ Display results and disseminate to managers and stakeholders 
- Develop capacity and competence
 - ▶ Define roles and responsibilities clearly
 - Pillars of mine action
 - Prioritisation and tasking
 - Monitoring
 - Evaluation
 - Operations
 - Standard setting
 - Information management
 - ▶ Implement training
- Ensure consistency between individual organisations and the requirements of the strategic plan
- Prioritise effectively ('do the right jobs') 
- Implement QM, RMB and IM systems   Section 3.2

FIGURE 6

MONITORING AND EVALUATING THE STRATEGIC PLAN

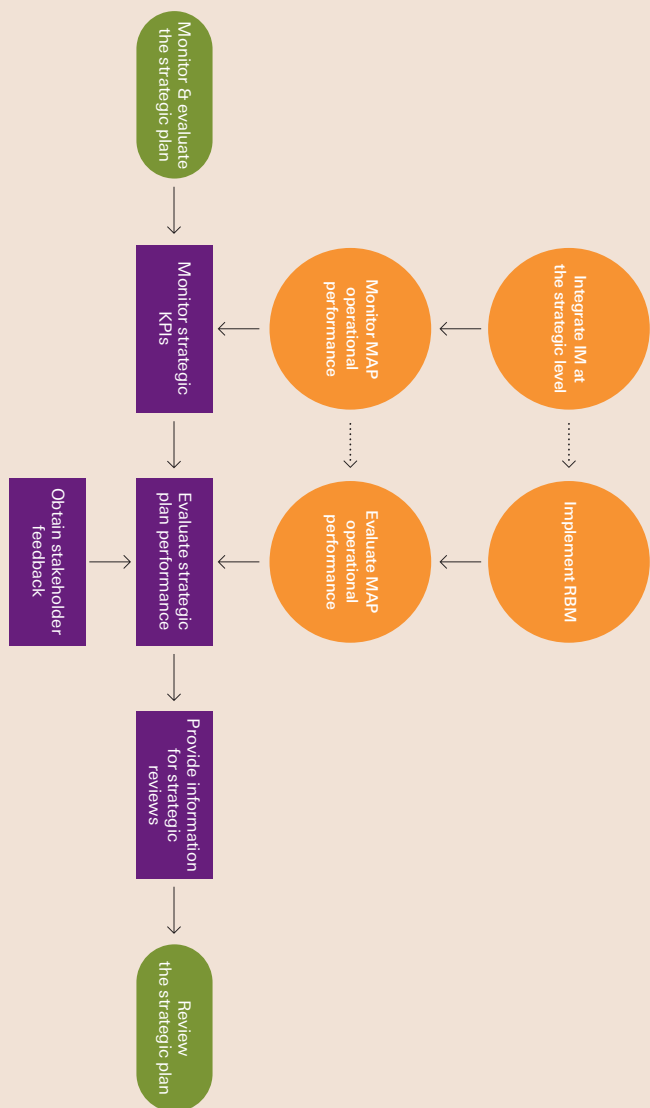
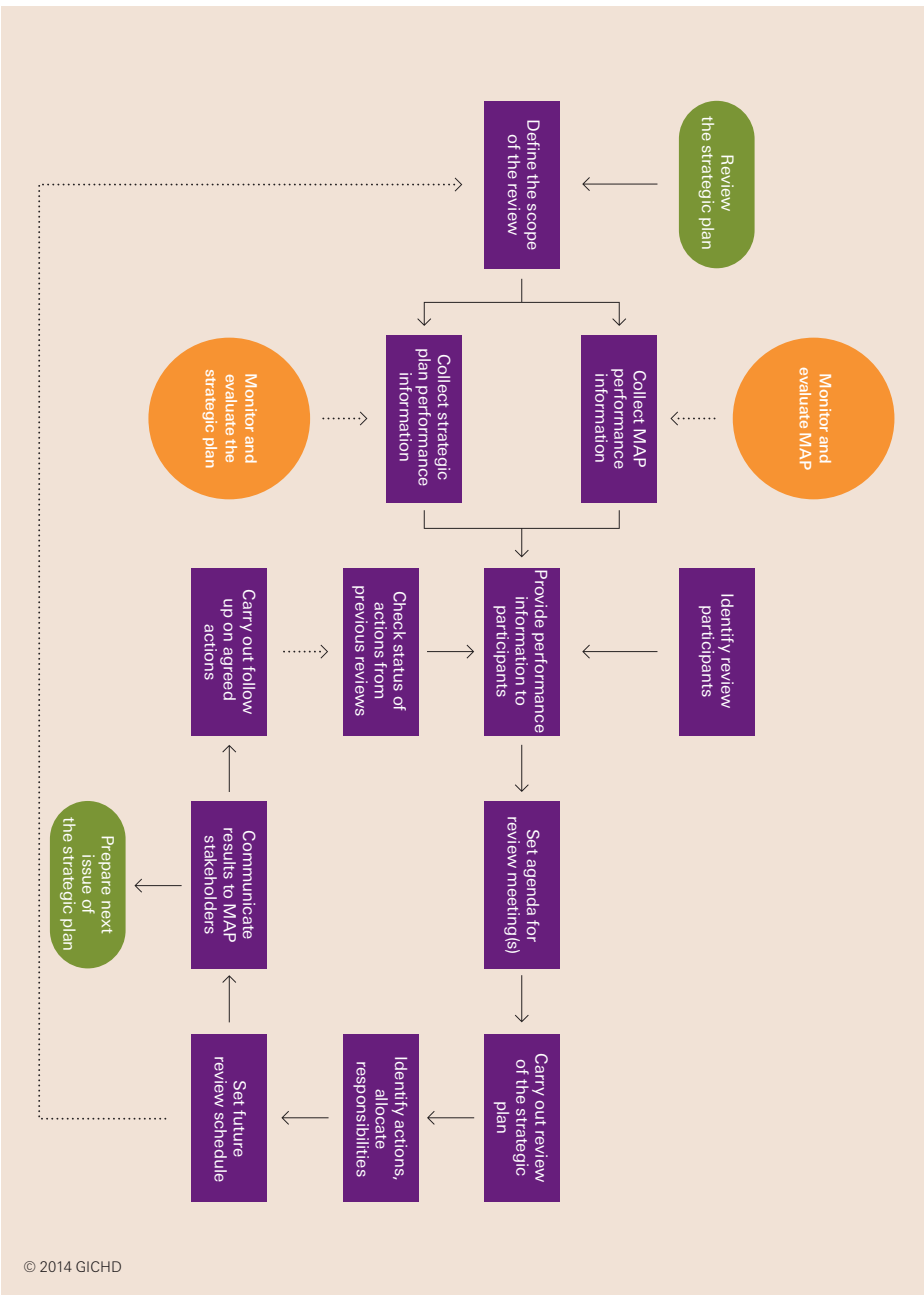


FIGURE 8



4. MONITOR, EVALUATE AND IMPROVE THE STRATEGIC PLAN

Section 2.1 – 2.7





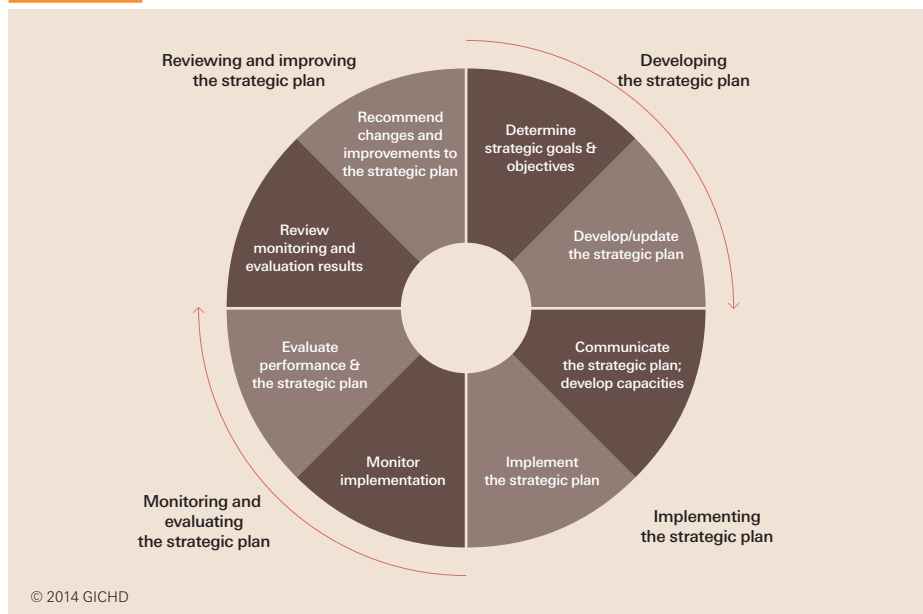
- **Monitor** activity to ensure that:  Section 3.3.3
 - Appropriate activities are selected and addressed (doing the right job)
 - Activities are conducted in accordance with standards, procedures and other requirements (doing the job right)
- **Evaluate** the programme to determine:  Section 3.3.2
 - Relevance and fulfilment of objectives;
 - Developmental efficiency;
 - Developmental effectiveness;
 - Developmental impact; and
 - Sustainability.
- Obtain feedback from beneficiaries and other stakeholders.
- **Review** the strategic plan and its implementation.  Section 4
- Identify and correct implementation problems.
- Recommend improvements to the strategic plan for the future.
- Recommend improvements to the strategic planning process.  Section 4.3

FIGURE 7

STRATEGIC PLAN IMPROVEMENT CYCLE



FURTHER READING

- GICHD website (www.gichd.org) 
- Guide to Strategic Planning in Mine Action (GICHD 2014) 
- GICHD Priority Setting Briefs
- Case studies: Strategic Planning in Mine Action Programmes: Afghanistan, the DRC, Lao PDR, Mozambique, Tajikistan and Vietnam.
- UNSCR 1325: Gender Guidelines
- Gender in Mine Action Programme (GMAP): www.gmap.ch 
- OECD DAC Criteria for Evaluating Development Assistance: www.oecd.org/dac/evaluation 
- ISO 9000:2005 Quality management systems — Fundamentals and vocabulary
- ISO 31000:2009 Risk management — Principles and guidelines
- Capacity WORKS, the management model for sustainable development, GIZ, 2011

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