

GENEVA INTERNATIONAL CENTRE  
FOR HUMANITARIAN DEMINING

# PERFORMANCE REPORT 2016



**GICHD**



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## LIST OF ABBREVIATIONS

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**AMMCO**

Albanian Mine and Munitions Coordination Office

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**APM**

Anti-personnel mines

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**APMBC**

Anti-Personnel Mine Ban Convention

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**AVM**

Anti-vehicle mine

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**BHMAC**

Bosnia and Herzegovina Mine Action Centre

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**CCM**

Convention on Cluster Munitions

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**CD**

Capacity Development

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**CMAA**

Cambodia Mine Action Authority

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**CMAS**

Cambodia Mine Action Standards

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**DAFA**

Demining Agency for Afghanistan

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**DAICMA**

Directorate for Integral Action  
against Anti-personnel Mines

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**DFID**

Department for International Development

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**DMA**

Directorate of Mine Action

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**EOD**

Explosive ordnance disposal

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**FARC**

Revolutionary Armed Forces of Colombia

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**FSD**

Swiss Foundation for Mine Action  
(Fondation Suisse de Déminage)

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**GIS**

Geographical information system

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**HI**

Handicap International

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**IC-VVAF**

International Centre- Vietnam Veterans of America  
Foundation

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**IED**

Improvised explosive device

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**IKMAA**

Iraqi Kurdistan Mine Action Agency

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**IM**

Information management

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**IMAS**

International Mine Action Standards

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**IMAS RB**

International Mine Action Standards Review Board

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**IMCD**

Information management capacity development

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**IMCDF**

IM capacity development framework

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**IMSMA**

Information Management System for Mine Action

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**INGO**

International non-governmental organisation

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**ISU**

Implementation support unit

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**LR**

Land release

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**ERW**

Explosive remnants of war

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**EUFOR**

European Force

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**MA**

Mine Action

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**MAG**

Mine Advisory Group

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**MAPA**

Mine Action Programme for Afghanistan

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**MDC**

Mine Detection Centre

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**MDD**

Mine detection dog

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**MdP**

Maison de la Paix

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**MOD**

Ministry of Defence

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**MORE**

Management of Residual Explosive Remnants of War

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**NGO**

Non-governmental organisation

---

**NMAC**

National Mine Action Centre

---

**NMAS**

National Mine Action Standard

---

**NMASP**

National mine action strategic plan

---

**NPA**

Norwegian People's Aid

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**NRA**

National Regulatory Authority (Lao PDR)

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**NTS**

Non-technical Survey

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**OAS**

Organization of American States

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**OMAR**

Organization for Mine Clearance and Afghan Rehabilitation

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**OSCE PCU**

Organization for Security and Cooperation of Europe Project Co-ordinator in Ukraine

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**QM**

Quality management

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**SIPRI**

Stockholm International Peace Research Institute

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**SO**

Strategy Outcome

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**SOP**

Standard Operating Procedures

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**STS**

Special Transportation Service

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**TA**

Technical Assistance

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**TS**

Technical Survey

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**UNDP**

United Nations Development Programme

---

**UNMAS**

United Nations Mine Action Service

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**VNMAC**

Viet Nam National Mine Action Centre

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**ZIMAC**

Viet Nam National Mine Action Centre

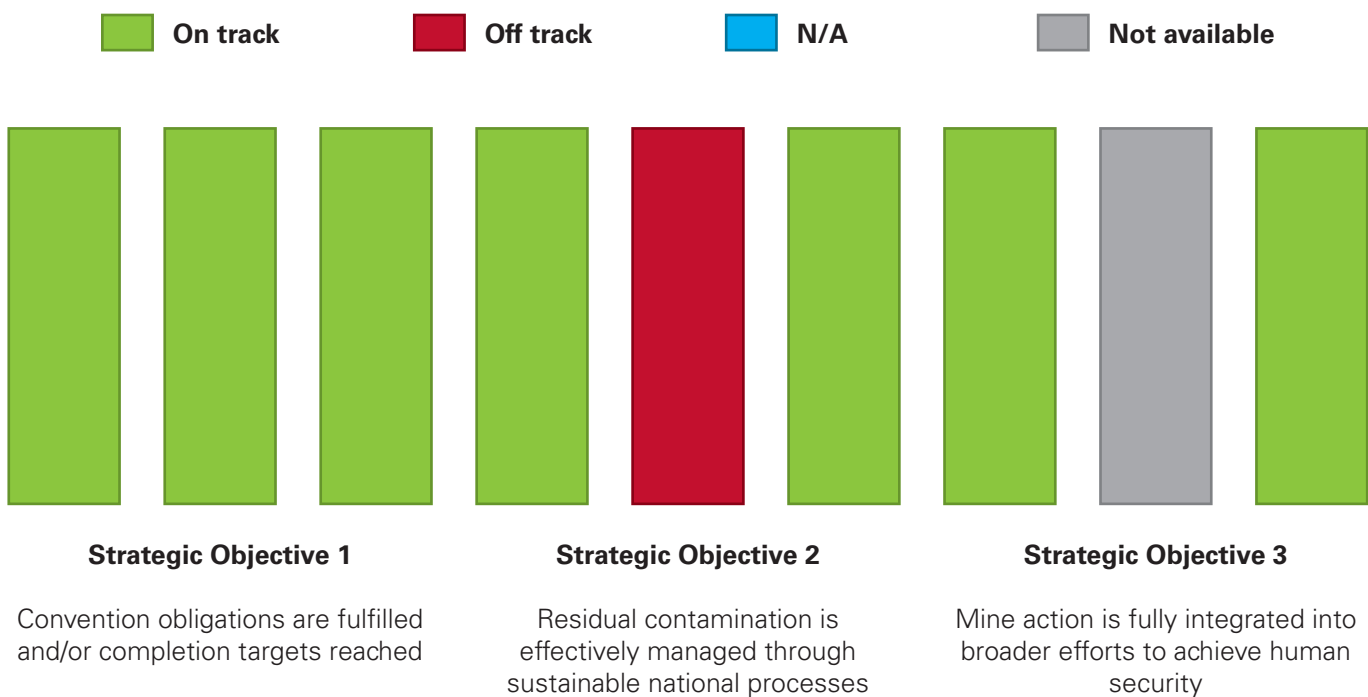
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## EXECUTIVE SUMMARY

In 2016, the GICHD worked towards the implementation of its current Strategy (2015-2018) under the three Strategic Objectives and corresponding Strategy Outcomes (SOs). Over the course of 2016, the GICHD supported countries in their efforts to fulfil obligations under the Anti-Personnel Mine Ban Convention (APMBC) and Convention on Cluster Munitions (CCM) or reach completion targets; to transition to sustainable national entities with the capacity to address residual contamination; and to integrate fully mine action into the broader human security sector.

The GICHD measured progress towards the SOs by focusing on results stemming from Spearhead Projects - one single project for each SO - with an exception for SO 3.3 where multiple projects were taken into account.

The results of the second year of the strategy implementation indicate that progress towards seven of the nine SOs is on track. In the case of SO 3.2, two Spearhead Projects were selected in the second half of the year only and thus will be reported on next year. In the case of SO 2.2, finalisation of adaptation of the Information Management (IM) Capacity Development Framework to a residual contamination context is now scheduled for 2017 and initial baselines assessments (conducted every 2 years) for 2018. Therefore, contribution towards SO 2.2 is off track. This is due to prolonged work in understanding the implications of the residual contamination context on information requirements so that appropriate indicators for IM Capacity Development project are selected (Annex 1- Progress Review; Results Matrix for SO 2.2). This work is closely linked with the conclusions of the case study carried out under SO 2.3.



Graph 1. Status of progress towards achieving Strategy Outcomes

The following paragraphs provide selected highlights of the GICHD's work towards achieving each of its Strategic Objectives.

## STRATEGIC OBJECTIVE 1

### Convention Obligations are fulfilled and/or completion targets reached

#### Strategy Outcome 1.1 - National mine action strategies that are focused on measurable and sustainable results and that mainstream gender and diversity are developed, improved, implemented and monitored

##### Zimbabwe

Over the last few years, the GICHD has collaborated with the Zimbabwe Mine Action Centre (ZIMAC) on reinforcing the importance of developing and implementing an appropriate and realistic national mine action strategy. This advisory work has resulted in Zimbabwe being on track to achieving this. In 2016, the GICHD assisted ZIMAC by conducting a strategic planning workshop in Harare, bringing together all key stakeholders (national authorities, government ministries, the ICRC, the APMBC ISU, UNDP and mine action operators) who discussed key issues and proposed the best way forward for the Zimbabwe's mine action programme. The GICHD has also provided valuable support on information management, operational efficiency and the process towards requesting the APMBC Article 5 extension. The Centre is now working closely with the authorities to finalise their strategy and submit it for formal adoption.

An appropriate and realistic strategy will add significant value to Zimbabwe's mine action programme, including:

- **providing** the programme with a common vision and mission;
- **highlighting** key challenges, threats and risks, and presenting realistic solutions about how to address them;
- **presenting** clear goals to monitor progress, identifying challenges, modifying operations and reporting on achievements;
- **servicing** as a powerful resource mobilisation tool;
- **facilitating** Zimbabwe's progress towards completing its convention obligations;
- **servicing** as a communication tool, increasing national and international awareness of the mine problem.

##### Sri Lanka

The GICHD's ongoing monitoring efforts reveal that Sri Lanka's 2016-2020 national mine action strategy has resulted in significant achievements for Sri Lanka's mine action programme. The thorough discussions about land release at the 2015 GICHD-facilitated strategy stakeholder workshop resulted in a subsequent inclusion of a specific strategic objective on land release in 2016. As stipulated by the strategy target, Sri Lanka completed its survey activities by 2017 and confirmed that its remaining hazardous areas are now just under 29 km<sup>2</sup>.

This is a significant achievement, given that Sri Lanka's suspected contaminated areas totalled 62 km<sup>2</sup> in mid-2015. Operators succeeded in cancelling large areas through efficient non-technical survey activities. The GICHD-facilitated strategy stakeholder workshop provided an important platform for all relevant stakeholders (including the National Mine Action Centre and other national and international operators) to further knowledge about the land release (LR) methodology and to agree on a concrete way forward to improve the LR process.

## STRATEGIC OBJECTIVE 2

### Residual contamination is effectively managed through sustainable national processes

#### Strategy Outcome 2.1 - Mine action structures successfully transition to sustainable national entities with capacity to address residual contamination

As more and more countries move towards the post-completion phase, planning for the long-term risks associated with residual contamination becomes increasingly relevant.

To tackle the problem of residual contamination through sustainable national process, the GICHD partnered with both countries that have completed, or are nearing completion of their proactive mine clearance programmes, as well as countries that will benefit from timely strategic long-term risk management in the future.

#### Albania

In 2016, the GICHD worked with the Albanian Mine and Munitions Coordination Office (AMMCO) on a case study on national capacities and residual contamination. The study looks at best practices and lessons learnt in dealing with residual contamination of a country that has declared APMBC Article 5 completion (Albania declared itself mine free in 2009), but still faces the long-term risks associated with residual explosive remnants of war.

Based on the Albanian experience, the case study aims to offer targeted, country-specific guidance on the development of sustainable capacities to deal with residual contamination.

In 2016, the research and development of the case study reinforced work conducted by other actors, such as UNDP, in highlighting the need for the AMMCO to transition towards a more sustainable national structure that is equipped to deal with the future residual contamination risks. Within the series of recommendations, the study analysed issues of cost-effectiveness as well as current gaps and future requirements in terms of information management in particular. In addition, the identification of a coordination gap and associated information and technical quality management gap have led to the inclusion of the Police into the Technical Working Group led by the Ministry of Defence and facilitated by AMMCO.

#### Sri Lanka

In 2016, GICHD's strategic support to Sri Lanka led to the incorporation of the issue of residual contamination as one of the main strategic objectives of the 2016-2020 National Mine Action Strategy.

Additionally, support on the topic was provided to Bosnia and Herzegovina, and Zimbabwe, both of which are in the process of developing new multi-year national mine action strategies.



## STRATEGIC OBJECTIVE 3

### Mine Action is fully integrated into broader efforts to achieve human security

#### Strategy Outcome 3.3 - Mine Action is perceived, planned and implemented such that it contributes to Human Security

Since entry into force of its Strategy, partnerships between the GICHD and other human security actors have seen a significant strengthening. This trend is exemplified by the cooperation with the Stockholm International Peace Research Institute (SIPRI). In 2014, the two organisations combined their respective expertise and started research on the humanitarian and developmental impact of anti-vehicle mines (AVM). Based on the published study, the GICHD and SIPRI have pursued their partnership in a more strategic and long-term manner by gathering, monitoring and mapping data on AVM incidents. This joint research has resulted to date in the release of analytical reports in 2016 and early 2017 that have contributed to more evidence-based political discussions.

Based on this intensified partnership, further areas of common interest were explored. As a result, the GICHD and SIPRI have started to work together on the use of Geographic Information Systems (GIS) in peacebuilding. To date, collaborative work has resulted in a joint assessment in Ukraine in 2016 whereby the development of a GIS-based system was explored and will help the Ministry of Temporarily Occupied Territories of Ukraine to monitor post-conflict recovery and peacebuilding efforts.

# INTRODUCTION

2016 was the second year of implementation of the GICHD’s strategy for 2015–2018. The GICHD is working towards three long-term goals to support the continual improvement of mine action performance and relevance:

- fulfilment of convention obligations and/or reaching completion targets
- effective management of residual contamination
- greater integration of mine action into the wider context of human security

The GICHD allocates resources, undertakes activities and promotes support packages with a view to achieving the nine strategy outcomes identified under these three strategic objectives.

2016 focused on consolidating the overall results-based management (RBM) approach of the Centre, continuing work and reviewing progress towards strategy outcomes, as well as transitioning towards a more country-focused management structure with regards to measuring results.

The GICHD is committed to ensuring that the results achieved through its work contribute to bringing about the desired changes on the ground. The implementation of an appropriate RBM approach within the Centre is instrumental to this.

## GICHD strategy 2015-2018 – an overview





# RESULTS OVERVIEW

## PROGRESS REVIEW

Annex 1 - Progress review

## COUNTRY REVIEW

The GICHD is committed to supporting partners in their efforts towards ensuring security and development of communities in mine affected countries. It is important therefore that the Centre translates progress towards achieving its Strategy Outcomes in specific results at country level. The GICHD works directly with national mine action authorities as well as operators, international organisations and Non-governmental organisations (NGOs). The GICHD's work in the countries focuses on assisting its partners and helping them advance their work, which has a direct influence on improving people's lives.

Due to the nature of the Centre's work, our biggest achievements, challenges and lessons learnt are mostly related to inter-institutional relations and behavioural changes of our partners.

Below is a review of the aforementioned in selected countries based on:

- progress achieved in 2016;
- obstacles that arose and which might continue into the future;
- adaptations that are required in 2017 to overcome these obstacles.

More information regarding particular projects in different countries can be found in the GICHD Annual Report 2016.

## Spearhead Projects

### Areas of work:

-  Strategies
-  Standards
-  IM
-  Residual contamination

### Partners

DAFA, DCA, MDC and OMAR;

DDG, HALO Trust and FSD;

Janus Global Operations Ltd.;

Mine Action Coordination Centre for Afghanistan (MACCA); government's Directorate Mine Action Centre (DMAC); and United Nation Mine Action Service (UNMAS).

Gender in Mine Action Programme (GMAP)

### Key progress achievement

A new mine action (MA) strategy for Afghanistan developed through GICHD's facilitation and support was endorsed by the Government of Afghanistan, which will improve effectiveness and efficiency of the Mine Action (MA) programme

### Key challenge

94 new Explosive Remnants of War (ERW) areas confirmed in 2015 plus another 34 in 2016, adding 30-40 km<sup>2</sup> to the remaining clearance efforts.

Lack of recognition of and funding for conventional ammunition and IEDs other than anti-personnel or anti-vehicle mines.










## AFGHANISTAN



### What did we do?




In 2016, the GICHD Spearhead Projects in Afghanistan concerned areas of Strategies, Standards, and Information Management (IM). Through the Spearhead Projects, the GICHD assisted the Afghan authorities and other partners in their efforts to reach completion under Article 5 of the Anti-personnel Mine Ban Convention (APMBC) and prepare for the management of residual contamination in the future.

### What key change in Afghanistan influenced our work?

The problem of civilian casualties caused by conventional ammunition and Improvised Explosive Devices (IEDs) other than anti-personnel or anti-vehicle mines drove our efforts in the area of Risk Management to improve Explosive Ordnance Disposal (EOD) capacity of national staff to tackle this problem.

Progress		
	<ul style="list-style-type: none"> <li>A new mine action (MA) strategy for Afghanistan developed through GICHD's facilitation and support was endorsed by the Government of Afghanistan, which will improve effectiveness and efficiency of the Mine Action (MA) programme</li> </ul>	<ul style="list-style-type: none"> <li>✓ SO 1.1 </li> <li>✓ SO 3.2 </li> </ul>
	<ul style="list-style-type: none"> <li>Training on NATO ammunition delivered in April 2016 to 10 national operators, 2 international operators, MACCA and DMAC, resulted in an enhanced understanding of the spectrum of ERW found in Afghanistan</li> </ul>	<ul style="list-style-type: none"> <li>✓ SO 1.3 </li> </ul>
	<ul style="list-style-type: none"> <li>2 national authority staff improved their skills in the use of Information Management System for Mine Action (IMSMA), data visualisation and Information Management (IM) via IM Capacity Development training delivered by GICHD</li> </ul>	<ul style="list-style-type: none"> <li>✓ SO 1.2 </li> </ul>
	<ul style="list-style-type: none"> <li>The discussion about addressing residual contamination that began at the donor coordination workshop in April 2016 in Dushanbe, Tajikistan, brought awareness to the participants about post-completion challenges</li> </ul>	<ul style="list-style-type: none"> <li>✓ SO 2.3 </li> </ul>

Obstacles	
	<ul style="list-style-type: none"> <li>Gradual decreasing level of funding of the Mine Action Programme for Afghanistan (MAPA) and challenges voiced on achieving APMBC Article 5 obligation deadline in 2023</li> </ul>
	<ul style="list-style-type: none"> <li>The current completion plan containing mixed minefields of both AVM and APMs.</li> </ul>

Adaptations	
	<ul style="list-style-type: none"> <li>An adapted plan for Article 5 completion should be considered</li> </ul>
	<ul style="list-style-type: none"> <li>IMSMA Core™ adaptations to capture IEDD operations data, and differentiation between various mines and ERW for heightened quality of reporting and improved analysis of data</li> </ul>
	<ul style="list-style-type: none"> <li>Proposal for residual contamination as a focus area to be incorporated into national standards as well as providing assistance in drafting standards</li> </ul>

## Spearhead Projects

### Areas of work:

 Strategies

 Standards

 IM

### Partners

Bosnia and Herzegovina Mine Action Centre (BHMACH)

Norwegian People's Aid (NPA)

European Force (EUFOR)

United Nations Development Programme (UNDP)

Gender in Mine Action Programme (GMAP)

### Key progress achievement

A process of drafting a new national MA strategy for Bosnia and Herzegovina began in 2016 through GICHD's facilitation and support.

New standard operating procedures (SOPs) for land release (LR) process under development.

### Key challenge

IM system, which is out of date and is estimated to be no longer functional within two years.

## BOSNIA AND HERZEGOVINA








### What did we do?

In 2016, the GICHD Spearhead Projects covered Strategies, Standards and Information Management (IM). Through the Spearhead Projects' work, the GICHD assisted the Bosnia and Herzegovina Mine Action Centre (BHMACH) and other partners in their joint efforts on the path to reaching completion under APMBC Article 5.




### What key change in Bosnia and Herzegovina influenced our work?

The appointment of a new Director and two Deputy Directors in 2016 as well as a new Minister for Civil Affairs created a new impetus to support BHMACH in the years to come.




### Progress

	<ul style="list-style-type: none"> <li>A process of drafting a new MA strategy for Bosnia and Herzegovina began in 2016 through GICHD's facilitation and support</li> <li>The first stakeholder workshop organised by the GICHD at the beginning of November 2016 resulted in launching the drafting process</li> </ul>	✓ SO 1.1  ✓ SO 3.2 
	<ul style="list-style-type: none"> <li>Review of 3 land release-related chapters of NMAS to update and maintain their relevance for operational activities conducted</li> <li>Review of standard operational procedures initiated</li> </ul>	✓ SO 1.3 
	<ul style="list-style-type: none"> <li>Discussions regarding future testing and use of IMSMA Core™ by BHMACH to support effectiveness and efficiency of operational activities began</li> </ul>	✓ SO 1.2 

### Obstacles

	<ul style="list-style-type: none"> <li>Need for strengthened commitment from stakeholders</li> </ul>
	<ul style="list-style-type: none"> <li>Language/interpretation issues pertaining to Land Release terminology and definitions</li> </ul>
	<ul style="list-style-type: none"> <li>Need for update of IM system to ensure most efficient technological functioning</li> <li>Technology/software challenges causing difficulties with import/export of data.</li> </ul>

### Adaptations

	<ul style="list-style-type: none"> <li>Highlight the importance of presence of and contribution from all strategy stakeholders during the next workshop</li> </ul>
	<ul style="list-style-type: none"> <li>Translate complex English terminology and definitions into local languages before finalising SOPs</li> </ul>
	<ul style="list-style-type: none"> <li>Discuss and integrate IM development as an objective in BHMACH MA strategy (already achieved in 2017)</li> </ul>

## Spearhead Projects

### Areas of work:



Strategies



IM



Residual contamination

### Partners

Cambodian Mine Action Authority (CMAA)

United Nations Development Programme (UNDP)

Norwegian People's Aid (NPA)

### Key progress achievement

The land release (LR) process continues on the basis of the LR concept developed with support of the GICHD before 2013, when the new International Mine Action Standards (IMAS) on land release were also adopted proving sustainability of the process.

### Key challenge

Changes in the CMAA management structures affected the time frame of the DFID Capacity Development (CD) project, which the GICHD worked on in the area of IM in collaboration with NPA.

The pending issue of mine detection dog (MDD) accreditation and testing field established by the GICHD in 2012, followed by accreditation training of CMAA staff. So far, no MDD have been formally accredited by CMAA.

## CAMBODIA

### What did we do?

In 2016, the GICHD Spearhead Projects concerned Standards, Information Management (IM), and Residual Contamination. Through the Spearhead Projects' work, the GICHD assisted Cambodia and other partners in their joint efforts on the path to reaching completion under the APMBC Article 5.

### What key change in Bosnia and Herzegovina influenced our work?

The United Nations Development Programme (UNDP) commissioned the GICHD to conduct an independent review of the mine action sector in Cambodia. The aim of this independent review was to assess current progress towards achievement of the APMBC Article 5 deadline, and to consider the requirements to complete the country's APMBC obligations<sup>1</sup>.

### Progress

	<ul style="list-style-type: none"> <li>Review of Cambodia Mine Action Standards (CMAS) in March 2016 prioritised two main areas to be addressed: QM and IM, ensuring more efficient use of resources</li> </ul>	✓ SO 1.3
	<ul style="list-style-type: none"> <li>Under the DFID project the IM assessment and IM workshop in 2015 resulted in an IM work plan that was followed up on schedule in 2016 and will allow for improved effectiveness and efficiency of the Cambodia MA programme.</li> </ul>	✓ SO 1.2
	<ul style="list-style-type: none"> <li>Through discussions on residual contamination led to the approval of pilot areas for the MORE project</li> </ul>	✓ SO 2.3

### Obstacles

	<ul style="list-style-type: none"> <li>Change of management structure of the CMAA as well as of the <i>National Champions</i> identified for the DFID Capacity Development (CD) project in May 2016 affected the project's time frame</li> </ul>
	<ul style="list-style-type: none"> <li>Change of CMAA management in May 2016 affected project's time frame</li> </ul>

### Adaptations

	<ul style="list-style-type: none"> <li>Extension of project to Q1 2018 and consequent development of new CMAS in line with new National Mine Action Strategy 2017-2025</li> </ul>
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1. Report can be found here: <https://www.gichd.org/fileadmin/GICHD-resources/rec-documents/Cambodia-Sector-Review-Final-Report-GICHD.pdf>

## Spearhead Projects

### Areas of work:

 Strategies

 Standards

 IM

### Partners

OSCE Project Co-ordinator in Ukraine (OSCE PCU)

Democratic control of Armed Forces (DCAF)

State Emergency Service of Ukraine (SESU)

### Key progress achievement

As part of the *Building Ukrainian Humanitarian Mine Action Capacity* project run by OSCE PCU, IMSMA is now installed and fully functional at the MOD, the SESU and at the Special Transportation Service (STS), which has increased their information management capacity.

### Key challenge

Lack of a single NMAC coordinating all the mine action operations, but multiple mine action centres:

Armed Forces' Demining Centre in Kamianets-Podilsky; SESU's Special Humanitarian Demining Centre in Kyiv; SESU's training centre near Merefa (Kharkiv); SESU's planned regional centre in Lysychansk (Luhansk region).

## UKRAINE

### What did we do?








In 2016, GICHD worked with the OSCE on the Building Ukrainian Humanitarian Mine Action Capacity project. This project is run by the OSCE Project Co-ordinator in Ukraine (OSCE PCU) and has been developed after concluding a Memorandum of Understanding (MoU) with the GICHD and DCAF.

### What key change in Ukraine influenced our work?




A public opinion poll conducted by the Razumkov Centre and DCAF in 2016 shows that landmines are perceived a national security threat. The poll also shows that 54 per cent of the population do not feel safe.

According to the UN, 3.8 million people are in need of humanitarian assistance in Ukraine due to the conflict in the Donbass region. The UN also reports that 34 per cent of all civilian casualties in 2016 were due to mines (UN, Ukraine 2017 Humanitarian Needs Overview, December 2016, pp. 6-15).




### Progress

	<ul style="list-style-type: none"> <li>GICHD's advisory work led to developing a concept for a national mine action programme by Ministry of Defence (MOD) that is to improve efficiency and effectiveness of the MA operations</li> </ul>	<ul style="list-style-type: none"> <li>✓ SO 1.1 </li> <li>✓ SO 3.2 </li> </ul>
	<ul style="list-style-type: none"> <li>Ukraine adopted IMAS as "trial national regulatory act" from 1 September 2016 -National Standardization Authority, order no. 230 (8 August 2016)</li> </ul>	<ul style="list-style-type: none"> <li>✓ SO 1.2 </li> </ul>
	<ul style="list-style-type: none"> <li>IMSMA installed and fully functional increasing information management capacity at the MOD, the SESU and at the STS</li> </ul>	<ul style="list-style-type: none"> <li>✓ SO 1.3 </li> </ul>

### Obstacles

	<ul style="list-style-type: none"> <li>Absence of a mine action strategy</li> <li>Absence of a clear institutional setting in charge of mine action</li> </ul>
	<ul style="list-style-type: none"> <li>Absence of a mine action strategy and a NMAC working group</li> </ul>
	<ul style="list-style-type: none"> <li>No centralised national database</li> <li>No appropriate terms of reference or institutional setup in place to ensure functioning of national mine action information management system.</li> </ul>

### Adaptations

	<ul style="list-style-type: none"> <li>Support to the development and adoption of a national mine action strategy.</li> <li>Information on what a mine action strategic planning process is.</li> </ul>
	<ul style="list-style-type: none"> <li>Promote and support development of a mine action strategy and NMAC working group</li> </ul>
	<ul style="list-style-type: none"> <li>Move from a technical focus (2016) to a more institutional focus, i.e. facilitate coordination between stakeholders in order to ensure effective and efficient data collection and analysis at the national level</li> </ul>



## Spearhead Projects

### Areas of work:



Strategies



IM

### Partners

Zimbabwe Mine Action Centre  
ZIMAC/NMAAZ

The HALO Trust

Norwegian people's Aid (NPA)

Mines Advisory Group (MAG)

APOPO

APMBC Implementation  
Support Unit (ISU)

### Key progress achievement

A process of drafting the first ever national MA strategy for Zimbabwe began in 2016 through GICHD's facilitation and support.

### Key challenge

ZIMAC's office is located within a military base, which means external people, including GICHD advisors, cannot access the office and provide direct IM support easily.

## ZIMBABWE

### What did we do?

The GICHD provided support to Zimbabwe for the first time in December 2016 with a Spearhead Project on Strategies by launching the drafting process of a national mine action strategy. A National Strategy is the prerequisite for an efficient and effective mine action programme and serves as the guiding document for all mine action activities, including with respect to LR.

### What key change in Zimbabwe influenced our work?

Mine and ERW contamination in Zimbabwe is in very close proximity to communities and has an impact on their safety and access to livelihoods.

Key stakeholders mention significant results stemming from survey and clearance activities, including strengthened livelihoods. This is supported by an analysis of pre and post-impact data collected by NPA and The HALO Trust that indicates clear linkages between clearance and livelihoods.

HALO Trust and NPA completed all NTS activities at the end of 2016, resulting in a total 73 square kilometres denoted as confirmed hazardous areas.

### Progress

	<ul style="list-style-type: none"> <li>A process of drafting a first ever national MA strategy for Zimbabwe began in 2016 through GICHD's facilitation and support.</li> <li>The first stakeholder workshop organised by the GICHD at</li> <li>In December 2016 resulted in launching the drafting process</li> </ul>	<ul style="list-style-type: none"> <li>✓ SO 1.1 </li> <li>✓ SO 3.2 </li> </ul>
	<ul style="list-style-type: none"> <li>IM support provided to The HALO trust reconciled database.</li> </ul>	<ul style="list-style-type: none"> <li>✓ SO 1.3 </li> </ul>

### Obstacles

	<ul style="list-style-type: none"> <li>Limited resources at ZIMAC</li> <li>ZIMAC office is located within a military base, which means external people, including GICHD advisors, cannot access the office and provide direct IM support easily</li> </ul>
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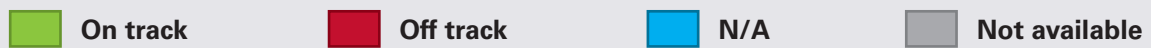




**ANNEX 1**  
PROGRESS REVIEW

**STRATEGIC OBJECTIVE 1**  
Convention Obligations are fulfilled and/or completion targets reached

**Progress towards Strategy Outcomes**

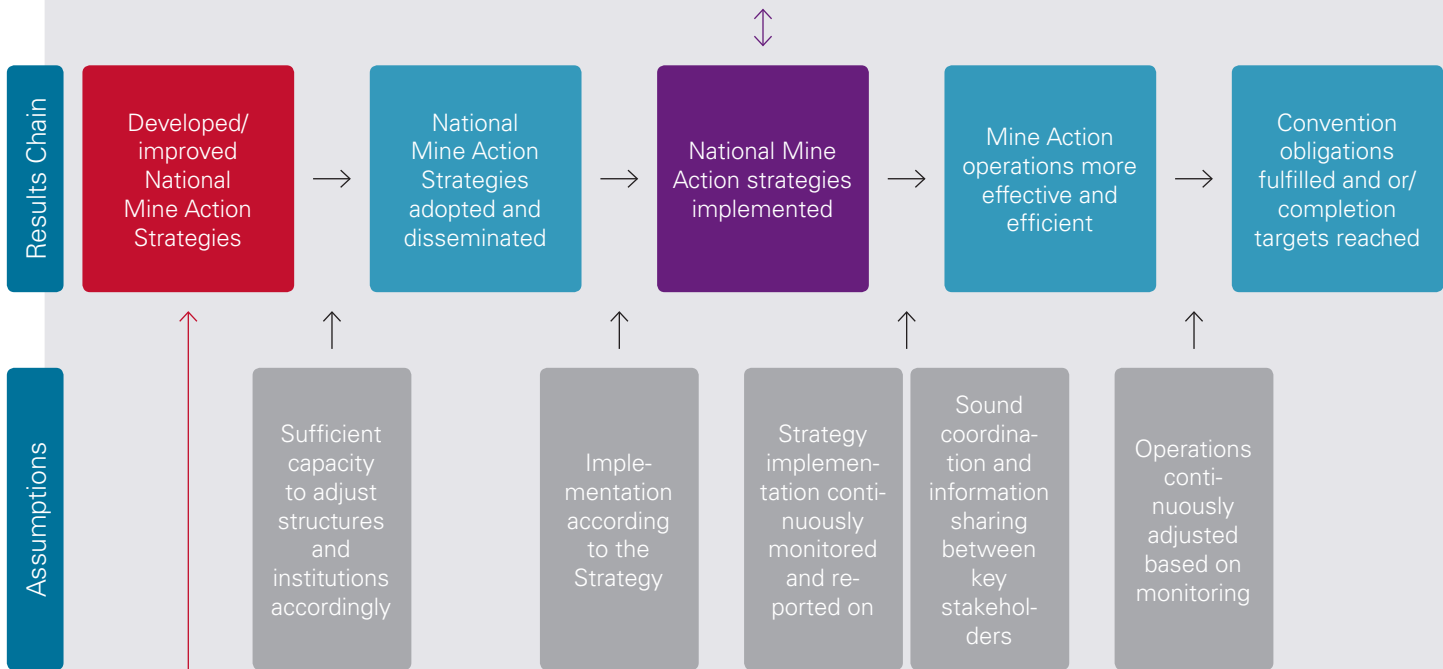


**Strategic Objective 1**

Spearhead Project	Strategy Outcome	Year 2 (2016) Results achieved	Progress towards Strategy Outcome
Strategic planning in mine action	SO 1.1	Yes	On track
IM Support	SO 1.2	Yes	On track
NMAS Development Assistance	SO 1.3	Yes	On track

## Results Matrix for SO 1.1 and SO 1.3

National mine action strategies that are focused on measurable and sustainable results and that mainstream gender and diversity are developed, improved, implemented and monitored



### 2016 Spearhead Project Results: Strategic planning in Mine Action

Project Outcome	Indicator	Baseline	Target	Actual Result	Target Achieved
<b>Developed/ Improved National Mine Action Strategies</b>	The number of National Mine Action Strategies that improve their overall score by at least two (25) points on the GICHD's National Mine Action Strategies Assessment Framework.  Note: Scale from 1 to 5, 27 different questions Total, maximum score possible: 135	Afghanistan NMASP 2012-2023 (score 53) Sri Lanka NMASP 2010-2015 (Score 51)	Increase in NMAS assessment score on baseline score by two (2) points in three (3) countries	Afghanistan 2016-2020 (score 99)  Sri Lanka 2016-2020 (score 90)  Tajikistan new NMASP only translated and available in 2017, so not possible to score in 2016	<b>Yes</b>

<b>Spearhead Project Assumptions</b>	<b>Risks</b>
<ul style="list-style-type: none"> <li>• Good communication and cooperation between operational staff and information management staff</li> <li>• Data quality (data is correct &amp; right data collected)</li> <li>• Infrastructure, equipment and logistics available to run the programme</li> <li>• National programme supported by the GICHD is adequately funded</li> <li>• Active process in place that keeps IMAS used, updated, and relevant</li> </ul>	<ul style="list-style-type: none"> <li>• Corruption obstructs delivery of goods and services</li> <li>• Staff hired by national authority lack key skills</li> <li>• Lack of national ownership and commitment to the strategic planning process</li> <li>• Lack of national capacities in strategic management</li> <li>• Staff turnover</li> </ul>

### Progress towards Strategy Outcome 1.1

<b>Project Outcome</b>	<b>Year 1 (2015)</b>	<b>Year 2 (2016)</b>	<b>Year 3 (2017)</b>	<b>Year 4 (2018)</b>	<b>Contribution Achieved</b>
<b>Improved National Mine Action Strategies</b>	Baseline assessment in four (4) countries: <ul style="list-style-type: none"> <li>• Afghanistan</li> <li>• Cambodia</li> <li>• Sri Lanka</li> <li>• Tajikistan</li> </ul>	Baseline scoring conducted on an additional four countries: <ul style="list-style-type: none"> <li>• Democratic Republic of the Congo (DRC)</li> <li>• Bosnia and Herzegovina</li> <li>• South Sudan</li> <li>• Zimbabwe</li> </ul> Increase in NMAS assessment score on baseline score by two (2) points in three (3) countries : <ul style="list-style-type: none"> <li>• Afghanistan, (increase by 46 points)</li> <li>• Sri Lanka (increase by 39 points)</li> <li>• Tajikistan (translated version not yet available)</li> </ul>	Increase in NMASP assessment baseline score (countries assessed in 2016) by two (2) points in three (3) countries (tbc): <ul style="list-style-type: none"> <li>• Democratic Republic of the Congo (DRC)</li> <li>• Bosnia and Herzegovina</li> <li>• South Sudan</li> <li>• Zimbabwe</li> </ul> Baselines for two additional countries will be established in 2017: <ul style="list-style-type: none"> <li>• Colombia</li> <li>• Lebanon</li> </ul>	Further increase in NMAS assessment score by one (25) points in six (6) countries: <p>Note: The list of the countries will be provided in 2017 based on the results from the monitoring and after assessment that will indicate the countries that make progress and therefore are likely to improve their score.</p>	<b>On track</b>

The strategic planning in mine action project helps develop (where they do not exist) and improve (where they do exist) national mine action strategies. The national mine action strategy provides necessary input for mine action operations to be more efficient and more effective throughout their implementation. Once adopted, and under the assumption that the implementation is taking place according to the adopted strategies, the national mine action strategy is implemented (SO 1.1) and, through continuous monitoring of the strategy implementation as well as sound coordination and information sharing between key stakeholders, convention obligations and or/completion targets can be fulfilled (Strategic Objective 1).

The strategic planning project saw significant achievements in 2016. Afghanistan's and Sri Lanka's GICHD-supported national mine action strategies were formally approved by their governments in April and May respectively. The GICHD supported the development (by means of conducting a stakeholder workshops and meetings) and drafting of these national strategies, reflecting international good practice, as presented in the GICHD's *Guide to Strategic Planning in Mine Action*.

As highlighted in the above table, the GICHD established baseline scores for Afghanistan and Sri Lanka's previous national mine action strategies in 2016. This enabled the GICHD to identify and address weaknesses in the development of the new national mine action strategies. The GICHD scored both new strategies and, as can be seen in the results table above, Sri Lanka's 2016 -2020 strategy scored a total of 90 points, in comparison to the 2010-2015 one which scored 51 points. The GICHD's support to Sri Lanka therefore resulted in an improved strategy that was developed based on good practice. Similarly, the GICHD-supported 2016-2020 Strategy for Afghanistan scored a total of 99 points, as compared to 53 points for the 2012-2023 strategy. These significant increases clearly demonstrate the following:

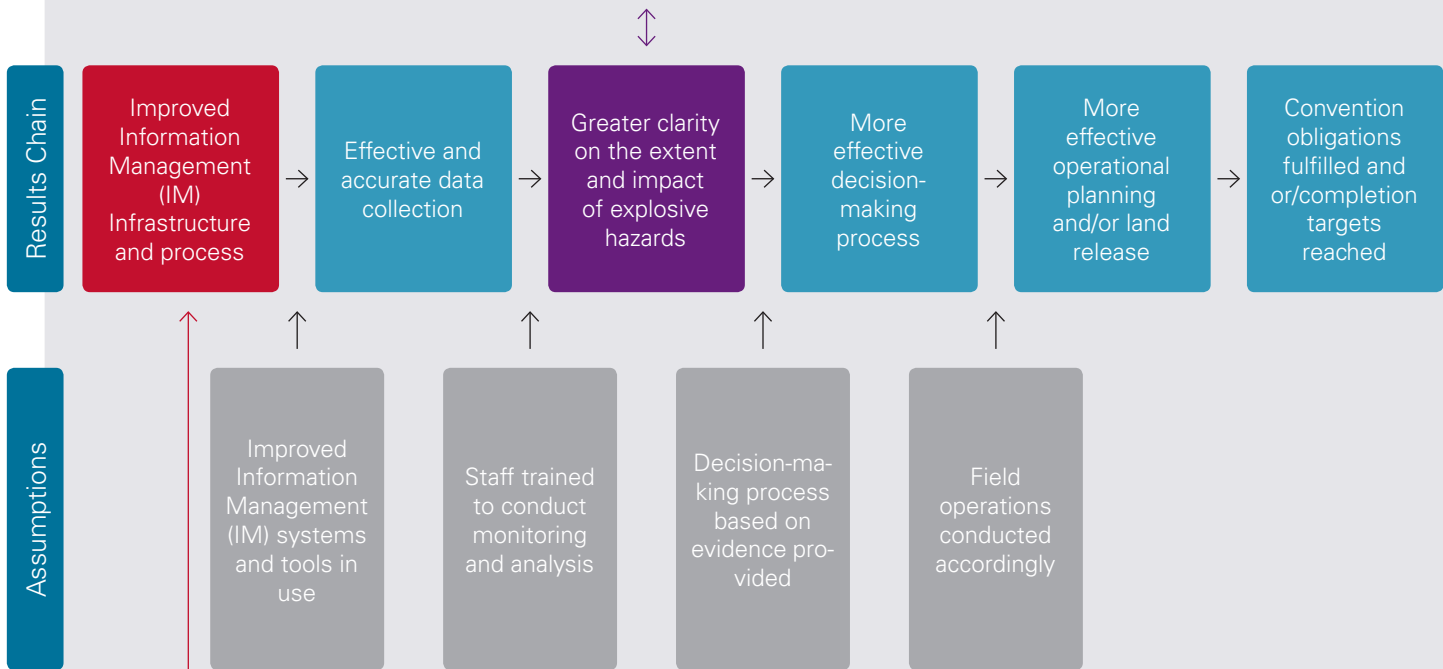
- The GICHD's strategic planning monitoring framework is a useful tool in identifying weaknesses and therefore enables the GICHD to ensure that new strategies address them in an effective and efficient manner;
- The GICHD can provide effective strategic planning support, based on good practice, as highlighted in its Guide, thereby improving countries' national strategies significantly, facilitating more effective and efficient mine action programmes.

The GICHD's ongoing monitoring efforts reveal that Sri Lanka's 2016-2020 national mine action strategy has allowed Sri Lanka to achieve significant progress in its mine action programme. The thorough discussions on land release at the 2015 GICHD-facilitated strategy stakeholder workshop resulted in the inclusion of a specific strategic objective on land release. As stipulated by the strategy target, Sri Lanka completed its survey activities by early 2017. Operators succeeded in cancelling large areas through efficient NTS activities reducing the country's remaining hazardous areas to just under 29 km<sup>2</sup>. This is a significant achievement, given that Sri Lanka's suspected contaminated areas totalled 62 km<sup>2</sup> in mid-2015. The GICHD-facilitated strategy stakeholder workshop provided an important platform for all relevant stakeholders (including the NMAC and national and international operators) to further knowledge of the land release (LR) methodology and to agree on a concrete way forward to improve the LR process.

In addition, the GICHD also initiated strategic planning support to two new countries in 2016: Bosnia Herzegovina and Zimbabwe. This support will continue in 2017 and the GICHD expects that new national mine action strategies will be formally approved by both governments in 2017. The new national strategies will be assessed once formally approved.

## Results Matrix for SO 1.2

Greater clarity is achieved on the extent and impact of explosive hazards and their operational implications through improved information management



### 2016 Spearhead Project Results: IM Capacity Development

Project Outcome	Indicator	Baseline	Target	Actual Result	Target Achieved
Improved Information Management (IM) Infrastructure and process	The number of countries that improved the IM Capacity Assessment score by 1  Note: Scale from 1 to 5	0  Note: Due to the confidentiality agreement with the countries, it is not possible to report on the score per country. Therefore the number of countries with improved score is reported.	N/A  Note: IM Assessments are done every 2 years. Starting with 2015 baseline assessment the next progress assessment will be done in 2017. Therefore, there is no Target for 2016.	Development and/or implementation of work plans	N/A



Spearhead Project Assumptions	Risks
<ul style="list-style-type: none"> <li>• Good communication and cooperation between operational staff and information management staff</li> <li>• Data quality (data is correct &amp; right data collected)</li> <li>• Infrastructure, equipment and logistics available to run the programme</li> <li>• National programme supported by the GICHD is adequately funded</li> <li>• Active process in place that keeps IMAS used, updated, and relevant</li> </ul>	<ul style="list-style-type: none"> <li>• Corruption obstructs delivery of goods and services</li> <li>• Staff hired by national authority lack key skills</li> </ul>

### Progress towards Strategy Outcome 1.2

Project Outcome	Year 1 (2015)	Year 2 (2016)	Year 3 (2017)	Year 4 (2018)	Contribution Achieved
<b>Improved Information Management (IM) Infrastructure and process</b>	Baseline assessments in seven (7) countries: <ul style="list-style-type: none"> <li>• Albania (AMMCO): assessment and work plan</li> <li>• Azerbaijan (ANAMA): assessment and work plan in progress</li> <li>• Cambodia (CMAA): assessment</li> <li>• Chile (CNAD): assessment</li> <li>• Lao People’s Democratic Republic (NRA): assessment and work plan</li> <li>• Lao People’s Democratic Republic (UXO Laos): assessment</li> <li>• Tajikistan (TNMAC): assessment and work plan</li> <li>• Ukraine (State Emergency Services of Ukraine): assessment and work plan</li> </ul>	Development and /or implementation of work plans  Note: Information Management Capacity Work plans based on assessments are implemented and monitored regularly. A second round of comprehensive assessments will take place in selected countries in 2017 and 2018 to measure progress.  Baseline assessments have been carried out in the following countries: <ul style="list-style-type: none"> <li>• Angola (CNIDAH)</li> <li>• Angola (INAD)</li> <li>• Sri Lanka</li> <li>• Thailand</li> <li>• Turkey</li> </ul> Additionally, work plans have been followed up, and activities implemented, in the following countries: <ul style="list-style-type: none"> <li>• Afghanistan</li> <li>• Albania</li> <li>• Cambodia</li> <li>• Colombia</li> <li>• Lao PDR</li> <li>• Tajikistan</li> <li>• Ukraine</li> </ul>	Improved scores by at least one (1) point in two (2) countries baselined in 2015  Note: New countries may be added as baseline assessment will take place in 2017 for additional countries  The following two re-assessments are planned for 2017: <ul style="list-style-type: none"> <li>• Lao PDR (NRA)</li> <li>• Tajikistan</li> </ul> Baseline assessments of the following countries are planned for 2017: <ul style="list-style-type: none"> <li>• Iraq (DMA)</li> <li>• Iraq (IKMAA)</li> <li>• Ukraine (MoD)</li> <li>• Western Sahara (SMACO)</li> <li>• Zimbabwe</li> </ul>	Further increase in scores by at least one (1) point in two (2) countries	<b>On track</b>

## Assumptions

- Country that improves its score to at least 4 is assessed as having the adequate IM capacity to effectively and accurately collect data and therefore contribute to Greater clarity on the extent and impact of explosive hazards. Once score 4 is achieved, contribution to Strategy Outcome 1.2 is achieved.

The Information Management (IM) Capacity Development project helps countries develop (where they do not exist) and improve (where they do exist) IM infrastructure and processes. These are necessary inputs for effective and accurate data collection. Once analysed, and under the assumption that there are trained staff to conduct monitoring, the evidence collected will allow for greater clarity on the extent and impact of explosive hazards (SO 1.2). As a result, a more effective decision-making process will be implemented, which will lead to more effective and efficient operational planning and/or land release and therefore will facilitate the fulfilment of convention obligations and/or reaching completion targets (Strategic Objective 1).

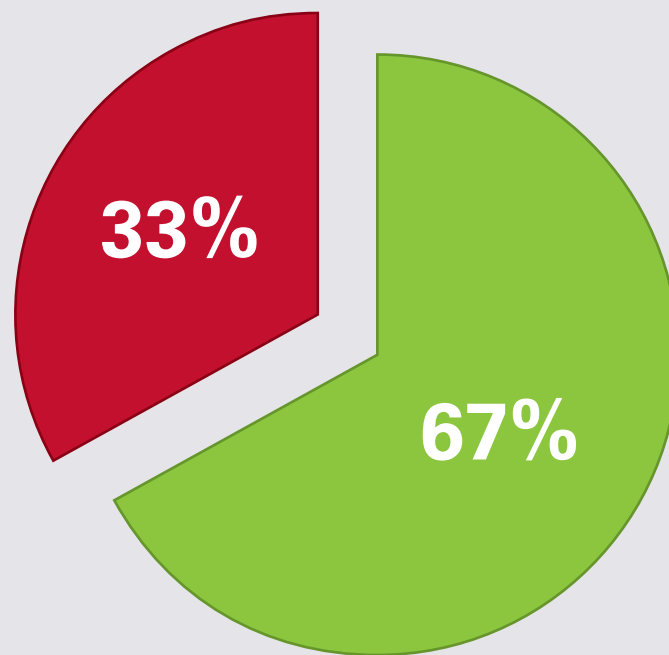
While providing support to countries in development/improvement of the IM infrastructure and processes, throughout 2016, IM capacity work plans based on assessments conducted in 2015 were implemented and monitored regularly. A second round of comprehensive assessments will take place in selected countries in 2017 and 2018 to measure progress. The work plans have been followed up, and activities implemented in the following countries: Afghanistan, Albania, Cambodia, Colombia, Lao PDR, Tajikistan and Ukraine. Further punctual IM technical support was provided to all other programmes with IMSMA implementation (over 40 in total).

New baseline assessments were carried out in the following countries: Angola (CNIDAH), Angola (INAD), Sri Lanka, Thailand and Turkey.

**STRATEGIC OBJECTIVE 2**

Residual contamination is effectively managed through sustainable national process

**Progress towards Strategy Outcomes**



■ On track

■ Off track

■ N/A

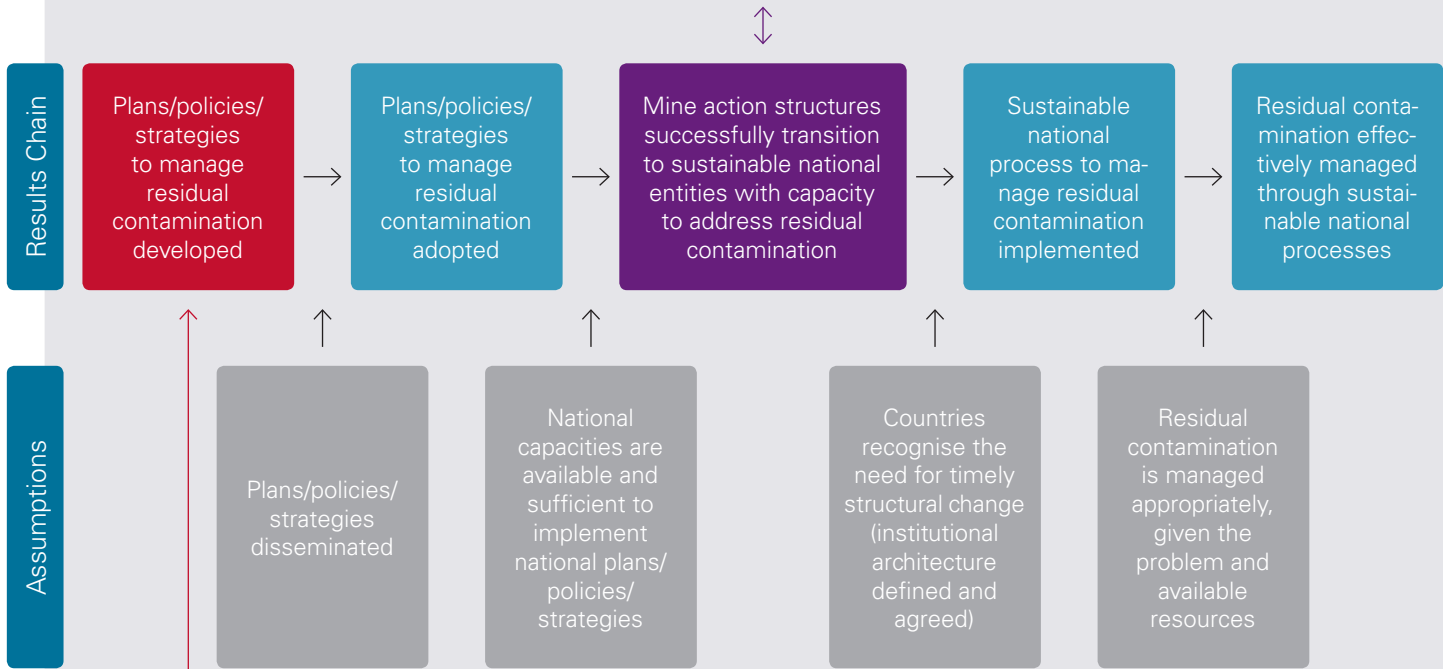
■ Not available

**Strategic Objective 2**

Spearhead Project	Strategy Outcome	Year 2 (2016) Results achieved	Progress towards Strategy Outcome
National capacities and residual contamination	SO 2.1	Yes	On track
IM Support	SO 2.2	No	Off track
Management of REW	SO 2.3	No	On track

## Results Matrix for SO 2.1

Mine action structures successfully transition to sustainable national entities with capacity to address residual contamination



### 2016 Spearhead Project Results: National capacities and residual contamination

Project Outcome	Indicator	Baseline	Target	Actual Result	Target Achieved
Plans/policies/strategies to manage residual contamination developed	Number of countries integrating residual contamination into national strategies/plans and policies	0	Baseline assessment in one (1) country:	1 National Mine Action Strategy incorporating Residual Contamination approved: Sri Lanka	Yes
			• Sri Lanka	3 draft strategies pending approval: Bosnia and Herzegovina, Cambodia, Zimbabwe	Yes
			Monitoring framework used to conduct baseline assessment on 2 focus countries.	1 (further assessments conducted in 2 European countries)	
			Case study Case study to populate the residual contamination assessment framework with data	Case study in Albania conducted Note: the publication of results will only be considered in agreement with the national authority in question.	Yes

<i>Spearhead Project Assumptions</i>	<i>Risks</i>
<ul style="list-style-type: none"> <li>• Transition platforms and planning are in place</li> <li>• Knowledge management – information retained, analysed and communicated – is not lost in transition</li> <li>• National authorities are robust and capable for transition to manage contamination in the long term</li> <li>• Acceptable standard of conduct is maintained through the transition process</li> <li>• Risk management concept is understood and accepted</li> <li>• Criteria for risks are established and agreed upon</li> <li>• Evaluation skills are available and Evidence is available and collected</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of national ownership and commitment to the transition process (leading to 'Permanent' transition phase)</li> <li>• National policies are not understood</li> <li>• Poor understanding of thematic issue (protracted IMAS RB discussions)</li> <li>• Staff turnover</li> </ul>

### Progress towards Strategy Outcome 2.1

<i>Project Outcome</i>	<i>Year 1 (2015)</i>	<i>Year 2 (2016)</i>	<i>Year 3 (2017)</i>	<i>Year 4 (2018)</i>	<i>Contribution Achieved</i>
<b>Plans/policies/ strategies to manage residual contamination developed</b>	<p>N/A</p> <p>Note: Development of contamination monitoring framework completed</p>	<p>Strategic support and Baseline assessment</p> <p>Case study to populate the assessment framework with data</p>	<p>Residual contamination is formerly incorporated into Plans/ Policies/Strategy documents in at least 3 countries.</p> <p>The monitoring framework is used to complete a further assessments of a further three focus countries.</p>	<p>Residual contamination is formerly incorporated into Plans/ Policies/Strategy documents in at least 3 countries.</p> <p>The monitoring framework indicates a measurable improvement in at least one country formally scored in 2016 and 2017.</p> <p>The monitoring framework is used to complete a further assessments of a further three focus countries.</p>	<b>On track</b>

#### Comment

- All mine/ERW are relevant to this project. Close linkages with the Strategic Planning project, and the Management of Residual ERW project exist. Planning for management of residual contamination should be comprehensive and included in National Mine Action Strategies.

The national capacities and residual contamination project helps develop (where they do not exist) and improve (where they do exist) national plans, policies and/or strategies to manage residual contamination. This includes incorporation of the thematic issue into multi-year national mine action strategic plans. These are necessary inputs for the mine action structures to transition successfully to sustainable national entities with capacity to address residual contamination (SO 2.1) through adaptation of the developed plans, policies and/or strategies. Once a sustainable national process to manage residual contamination is implemented, residual contamination can be effectively managed (Strategic Objective 2).

While supporting countries in developing national mine action strategies, the GICHD offers advice and technical support that helps ensure that a new and improved strategy incorporates plans to manage residual contamination.

As more and more countries move towards the post-completion phase, planning for the long term risk associated with residual contamination becomes increasingly relevant. This is the reason why the GICHD included it as a main objective in its 2015 - 2018 Strategy (the first time the issue has been given such prominence).

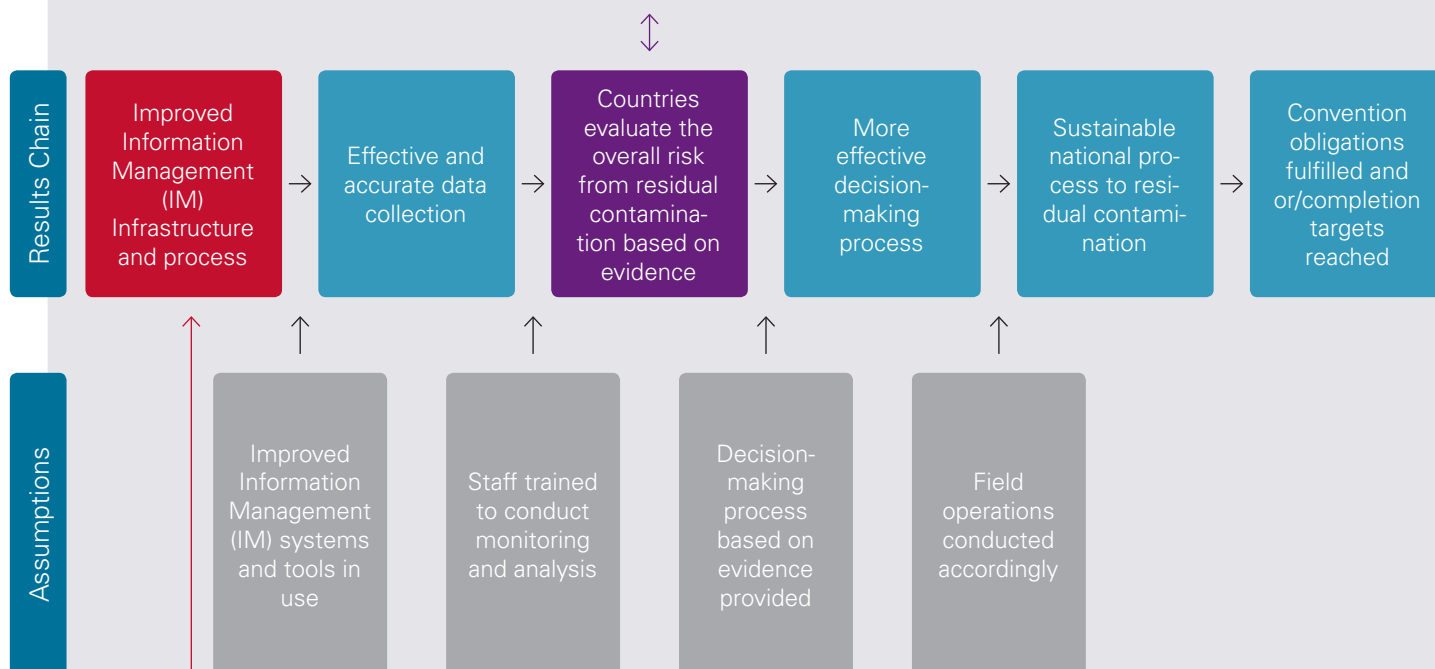
To tackle the problem of the residual contamination the GICHD partnered with both countries that have completed, or are nearing completion of their proactive mine clearance programmes, as well as countries that will benefit from timely strategic long-term risk management in the future.

In Sri Lanka the GICHD's support has led to the incorporation of the issue as one of the main strategic objectives in the Ministry of Prison Reforms, Rehabilitation, Resettlement, and Hindu Religious Affairs' 2016-2020 National Mine Action Strategy.

In addition, in 2016 the GICHD worked with the Albanian Mine and Munitions Coordination Office (AMMCO) on a case study on national capacities and residual contamination. The study looks at best practices and lessons learnt in dealing with residual contamination of a country that has declared APMBC Article 5 completion (Albania declared itself mine free in 2009), but still faces the long-term risks associated with residual explosive remnants of war (ERW).

## Results Matrix for SO 2.2

Countries evaluate the overall risk from residual contamination based on evidence



### 2015 Spearhead Project Results: IM Capacity Development

Project Outcome	Indicator	Baseline	Target	Actual Result	Target Achieved
Improved Information Management (IM) Infrastructure and process	The number of countries that improved the IM Capacity Assessment score by 1  Note: Scale from 1 to 5	0  Note: Due to the confidentiality agreement with the countries, it is not possible to report on the score per country. Therefore the number of countries with improved score is reported.	IM baseline assessment in three (3) countries: • Democratic Republic of the Congo (DRC) • Mozambique • Sri Lanka	IM baseline assessment*: • Sri Lanka	<b>No</b>

<b>Spearhead Project Assumptions</b>	<b>Risks</b>	<b>Comment</b>
<ul style="list-style-type: none"> <li>• Transition platforms and planning are in place</li> <li>• Knowledge management – information retained, analysed and communicated – is not lost in transition</li> <li>• National authorities are robust and capable for transition to manage contamination in the long term</li> <li>• Acceptable standard of conduct is maintained through the transition process</li> <li>• Risk management concept is understood and accepted</li> <li>• Criteria for risks are established and agreed upon</li> <li>• Evaluation skills are available and Evidence is available and collected</li> </ul>	<ul style="list-style-type: none"> <li>• ‘Permanent’ transition phase</li> <li>• National policies are not understood</li> </ul>	<p>Outcomes 1.2 and 2.2 have the same spearhead project and are measured using two versions of the same capacity development framework. Hence, some countries might appear both in the baselines and targets for outcome 1.2 and 2.2. Also, as countries mentioned under 1.2 approach their completion deadline, they will become relevant for outcome 2.2</p> <p>*IM country assessment in Sri Lanka was conducted using the IMCDF, as in the case of spearhead project under SO 1.2, due to delays with adaptations of the IMCDF to residual context.</p>

### Progress towards Strategy Outcome 2.2

<b>Project Outcome</b>	<b>Year 1 (2015)</b>	<b>Year 2 (2016)</b>	<b>Year 3 (2017)</b>	<b>Year 4 (2018)</b>	<b>Contribution Achieved</b>
<b>Improved Information Management (IM) Infrastructure and process</b>	N/A	An IM baseline assessment has been conducted in the following country: <ul style="list-style-type: none"> <li>• Sri Lanka</li> </ul>	Finalisation of adaptation of IMCDF to residual contamination context	Establishment of baselines in two (2) countries.	<b>Off track</b>

#### Assumptions

- Country that improves its score to at least 4 is assessed as having the adequate IM capacity to effectively and accurately evaluate the overall risk from residual contamination based on evidence and therefore contribute to Outcome 2.2

The Information Management (IM) Capacity Development project helps countries develop (where they do not exist) and improve (where they do exist) IM infrastructure and processes. These are necessary inputs for effective and accurate data collection. Once analysed, and under the assumption that there are trained staff to conduct monitoring, the evidence collected will allow countries to evaluate the overall risk from residual contamination based on evidence (SO 2.2). As a result, a more effective decision-making process will be implemented, which will lead to residual contamination being effectively managed through sustainable national processes (Strategic Objective 2).

As countries increasingly realise the need for the continuous management of residual contamination past completion phase, the GICHD stands ready to support them in their efforts to develop adequate IM infrastructures and processes to manage residual contamination effectively. The objective to support countries in transition to sustainable national entities with capacity to address residual contamination was introduced in 2015 and the adaptation to the residual context of the IM capacity development framework (IMCDF) took place throughout 2016.

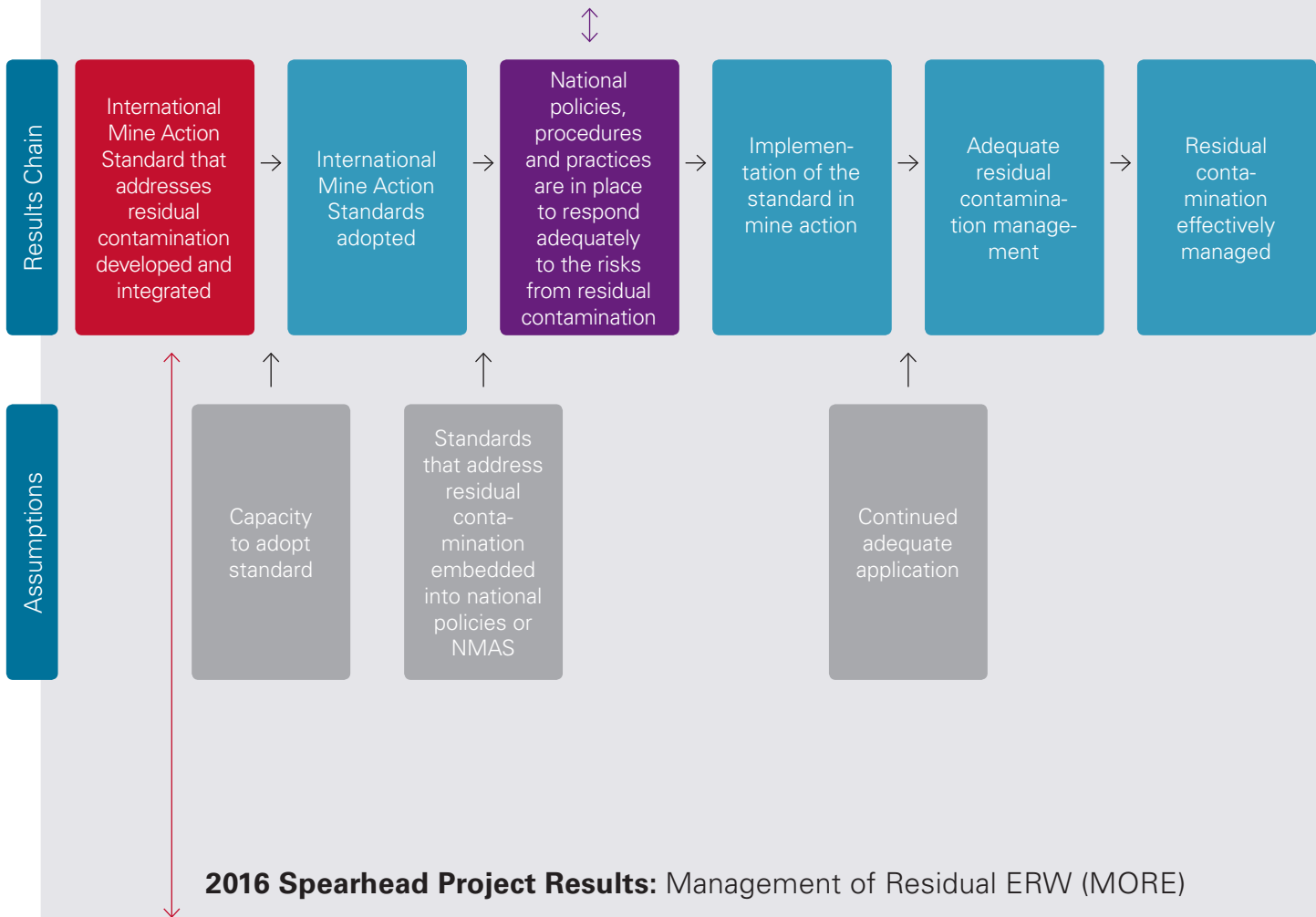
The final adaptation of the IMCDF to the residual contamination context will be done in 2017. This was originally planned for 2016 but could not be finalised due to time constraints and ongoing discussions regarding the definition of residual contamination and its implications for information management.

Given the need to carefully define the information requirements of programmes in the residual contamination context, the selection of appropriate indicators is still ongoing and will be finalised in 2017.



## Results Matrix for SO 2.3

National policies, procedures and practices are in place to respond adequately to the risks from residual contamination



### 2016 Spearhead Project Results: Management of Residual ERW (MORE)

Project Outcome	Indicator	Baseline	Target	Actual Result	Target Achieved
Mine Action standard that addresses residual contamination developed	International Mine Action standard that addresses residual contamination	Definition of Residual contamination suggested to the IMAS Review Board (RB)	Definition of Residual contamination endorsed by IMAS Review Board (RB) and embedded into the IMAS	Definition of Residual contamination endorsed by IMAS Review Board (RB)	<b>No</b>
Mine Action standard that addresses residual contamination integrated into national policies/ NMAS	Number of countries with policies and/ or NMAS that address residual contamination	No policy/ NMAS that address residual contamination	N/A	N/A	N/A

<i>Assumptions</i>	<i>Risks</i>
<ul style="list-style-type: none"> <li>• Transition platforms and planning are in place</li> <li>• Knowledge management – information retained, analysed and communicated – is not lost in transition</li> <li>• National authorities are robust and capable for transition to manage contamination in the long term</li> <li>• Acceptable standard of conduct is maintained through the transition process</li> <li>• Risk management concept is understood and accepted</li> <li>• Criteria for risks are established and agreed upon</li> <li>• Evaluation skills are available and Evidence is available and collected</li> </ul>	<ul style="list-style-type: none"> <li>• ‘Permanent’ transition phase</li> <li>• National policies are not understood</li> </ul>

### Progress towards Strategy Outcome 2.3

<i>Project Outcome</i>	<i>Year 1 (2015)</i>	<i>Year 2 (2016)</i>	<i>Year 3 (2017)</i>	<i>Year 4 (2018)</i>	<i>Contribution Achieved</i>
<b>Mine Action standard that addresses residual contamination developed</b>  <b>Mine Action standard that addresses residual contamination integrated into national policies/ NMAS</b>	Definition of Residual contamination suggested to the IMAS Review Board (RB)	Definition of Residual contamination endorsed by IMAS Review Board (RB) and embedded into the IMAS	2 countries introduce policy and/or NMAS: <ul style="list-style-type: none"> <li>• Cambodia</li> <li>• Viet Nam</li> </ul>	Lao PDR introduce policy and/or NMAS  2 countries introduce policy and/or NMAS  Note: Country assessment will define which countries we will be working with to attain this goal.	<b>On track</b>

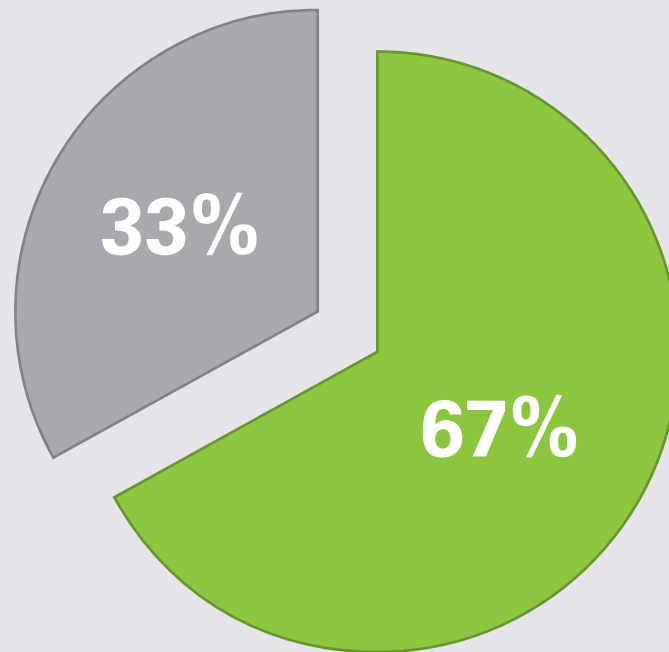
#### *Assumptions*

It is assumed that once the IMAS exist, national authorities will embed it into their national policies/NMAS.

One of the project outcomes of the management of residual ERW (MORE) envisages the integration of a mine action standard on residual contamination into national policies and/or NMAS. In order to reach this outcome and as part of the project, the GICHD convened an IMAS subgroup meeting to provide a recommendation on the topic to the IMAS Review Board. The GICHD drafted and submitted to the IMAS Review Board a clearer definition and a plan to include guidance on the management of residual contamination in the IMAS in 2015. In 2016 the definition was endorsed by the IMAS Review Board however it has not been embedded into the IMAS. Once the definition has been embedded in the IMAS, which is planned for 2018, countries, such as Cambodia and Vietnam will be able to introduce a policy and/or NMAS on residual contamination. Once adopted and embedded in the national policies and/or NMAS, national policies, procedures and practices will be in place to respond adequately to the risks from residual contamination (SO 2.3). When adequately implemented, residual contamination will be effectively managed (Strategic Objective 2).

**STRATEGIC OBJECTIVE 3**  
**Mine Action is fully integrated into broader efforts to achieve Human Security**

**Progress towards Strategy Outcomes**



■ On track     
 ■ Off track     
 ■ N/A     
 ■ Not available

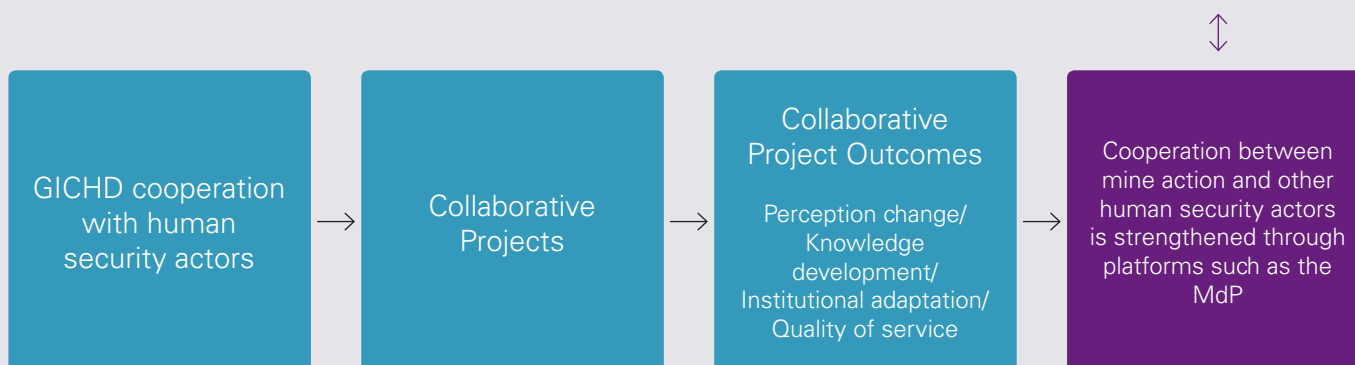
**Strategic Objective 3**

Spearhead Project	Strategy Outcome	Year 1 (2015) Results achieved	Progress towards Strategy Outcome
Strategic planning in Mine Action	SO 3.1*	Yes	On track
Not available	SO 3.2	Not available	Not available
Cross-thematic multiple projects	SO 3.3	Yes	On track**

\* Please see Strategic Objective 1  
 \*\* Please refer to Case Study SO 3.3

## Results Matrix for SO 3.3

Cooperation between mine action and other human security actors is strengthened through platforms such as the Maison de la Paix (MdP)



## 2016 Results

<i>Project Outcome</i>	<i>Indicator</i>	<i>Baseline</i>	<i>Target</i>	<i>Actual Result</i>	<i>Target Achieved</i>
<b>Cooperation between mine action and other human security actors is strengthened through platforms such as the Maison de la Paix</b>	Number of GICHD collaborative projects with human security actors	13	N/A	19	N/A

<i>Assumptions</i>	<i>Risks</i>
<ul style="list-style-type: none"> <li>• Human security remains conceptually and politically viable</li> <li>• Donors are promoting a comprehensive approach</li> <li>• Human security and mine action actors are willing to cooperate with each other</li> <li>• Maison de la Paix will be a conducive environment for cooperation and synergies for its resident organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Competing concepts and frameworks</li> <li>• Competing institutions</li> <li>• Competing strategies and timelines</li> <li>• Institutional inertia</li> <li>• Emergencies might divert attention, funding and resources from collaboration</li> </ul>

## CASE STUDY SO 3.3

### **Cooperation between mine action and other human security actors is strengthened through platforms such as the Maison de la Paix (MdP)**

Since entry into force of its Strategy, 2015-2018, the GICHD has reinforced its effort to nurture cooperation between mine action and other human security actors, including those at the Maison de la Paix. In 2016, 19 GICHD projects included cooperation – in one way or another – with other human security stakeholders and, ultimately, contributed to improved integration of the GICHD – and the mine action sector more widely – into broader efforts to achieve human security. This represents an increase compared to 2015 and 2014 when 13 and 10 projects respectively featured cross-sectoral cooperation and therefore progress towards SO 3.3 in *On track*.

Some partnerships between the GICHD and other human security actors have seen a significant strengthening. This trend is exemplified in the following paragraphs on the GICHD's cooperation with the Stockholm International Peace Research Institute (SIPRI) and the Geneva Centre for the Democratic Control of Armed Forces (DCAF).

### **Partnership between the GICHD and Stockholm International Peace Research Institute (SIPRI)**

The GICHD and SIPRI entered into cooperation in 2014 to jointly undertake a study on the humanitarian and developmental impact of anti-vehicle mines (AVMs). The intention of this partnership was to take advantage of, and combine, the expertise of two key actors in distinct – but related – fields: the GICHD as an expert organisation in mine action and SIPRI as a leading research institute on broader security, conflict and peace, both seeking to provide policy analysis and evidence-based recommendations.

The AVM study was recognised as a source of evidence, and a number of States asked that follow-up work be carried out. In response to this request, the GICHD and SIPRI have pursued and strengthened their cooperation beyond the first ad-hoc venture. In 2015, they entered into a new phase of cooperation with a longer-term vision based on the recognition that the effective analysis of AVM impact calls for long-term commitment and research. The GICHD and SIPRI therefore started to gather, monitor and map data on AVM incidents provided by States and mine action organisations. Furthermore, research has since relied on a thorough media review facilitated by tailored SIPRI media analysis tools. This joint research has resulted to date in the release of analytical reports in 2016 and early 2017.<sup>2</sup> Both organisations will continue to collect relevant AVM data in 2017.

Beyond taking advantage of each partner's thematic expertise, collaboration has also boosted the outreach of findings to much larger and more diverse audiences: mine action, international diplomatic and peacebuilding/disarmament communities. Also, SIPRI has dedicated a team from the peace and development programme to the project which, in turn, has generated interest in other SIPRI programmes working on regional projects, for example Afghanistan and Ukraine, or other topical matters.

Based on this intensified partnership, further areas of common interest were explored. As a result, the GICHD and SIPRI started to work together on another project in 2016: the use of geographic information systems (GIS) in peacebuilding. Overall, this project aims to offer a platform to put GIS technology at the service of peace, recognising that the GIS can help understand and take stock of peacebuilding environments, predict how this environment will evolve, and suggest alternative actions on or within that environment to match particular objectives. GIS also provides an opportunity for peace stakeholders to come together and deepen their understanding of issues at hand and information required for further negotiation.

To date, collaboration on this issue resulted in a joint assessment in Ukraine in 2016 whereby the development of a GIS-based system was explored.

2. GICHD and SIPRI (2016), *Global mapping and analysis of anti-vehicle mine incidents 2015*, at <<https://www.gichd.org/fileadmin/GICHD-resources/rec-documents/Global-mapping-AVM-2015-Mar2016.pdf>>; GICHD and SIPRI (2017), *Global mapping and analysis of anti-vehicle mine incidents 2016*, at <[https://www.gichd.org/fileadmin/GICHD-resources/rec-documents/AVM\\_annex\\_II\\_brochure\\_web\\_with\\_links\\_v2.pdf](https://www.gichd.org/fileadmin/GICHD-resources/rec-documents/AVM_annex_II_brochure_web_with_links_v2.pdf)>.

## Partnership between the GICHD and the Geneva Centre for the Democratic Control of Armed Forces (DCAF)

The move of both organisations to the MdP helped increase awareness of areas of common and complementary expertise.<sup>3</sup> This heightened understanding of the mandate and operations of both organisations led to the establishment of the MdP Gender and Diversity Hub (G&D Hub) in 2015 as a joint effort between the GICHD, DCAF, the Geneva Centre for Security Policy (GCSP), Small Arms Survey (SAS) and the Gender and Mine Action Programme (GMAP), all hosted within the MdP. The G&D Hub aims to ensure the MdP becomes a centre of excellence for the promotion of inclusive security policy and practice, and a leading source of expertise on gender and diversity issues relating to peace and security.<sup>4</sup> As part of the G&D Hub, the GICHD and DCAF have exchanged good practice and knowledge as well as, in particular, organising internal and external events, most recently at the Geneva Peace Week in November 2016.<sup>5</sup>

A second track of cooperation dealt with the issue of security sector governance. In 2015, DCAF commissioned a study on the linkages between mine action and security sector reform (SSR), undertaken by several GICHD staff. This paper took stock of conceptual and operational linkages between the two areas of work and identified new pathways for increased interaction and coordination. Based on this study, an expert panel discussion was subsequently organised in February 2017 in order to discuss how better to align SSR, mine action, small arms and light weapons (SALW) control and disarmament demobilisation and reintegration (DDR) programmes.<sup>6</sup>

The recognition that there is a (security sector) governance dimension to mine action (e.g. creation of mine action institutions as effective and accountable bodies) motivated the GICHD and DCAF to identify concrete countries in which they were both active and that could benefit from joint support. Ukraine represented a country that started to work on national mine action legislation and institutions in which both organisations already had a stake. As a first step, both organisations, jointly with the Organization for Security and Co-operation in Europe Project Coordinator in Ukraine (OSCE PCU), hosted a conference in Geneva in April 2015 for Ukrainian stakeholders from ministries, state agencies, armed forces, parliament and civil society to design recommendations for developing national mine action institutions.<sup>7</sup> To consolidate their support to the development of Ukraine's civilian institutional mine action capacities, the GICHD, DCAF and OSCE PCU signed a Memorandum of Understanding in September 2015 and extended it in 2017.<sup>8</sup>

Implementing this framework, the GICHD and DCAF have since planned and coordinated their support and provided in-country advice through joint missions. The exchange of knowledge, information and networks has also proven to be extremely valuable for both organisations. Overall, this cooperation has precipitated a new focus on the policy and governance dimensions of mine action that affect key stakeholders that DCAF have already cooperated with. The importance of mine action in a human security context has also been emphasized. As Eden Cole, Head of the New Independent States Programme at DCAF, expressed it: "The profile of mine action has been reinforced since the beginning of the joint project with the GICHD. [...] DCAF can now more clearly situate mine action in a variety of democratic security sector governance contexts and can also draw on the experience and on issue-specific cooperation and programming."<sup>9</sup>

The timely, effective and efficient work in Ukraine and the resulting synergies prompted strategic thinking within both organisations on how cooperation could be further strengthened in the future.

3. See also footnote 10.

4. Maison de la Paix Gender & Diversity Hub, at <<https://www.gdhub.ch/>>.

5. GMAP (2016), "Yemeniettes: Women and Innovation in Conflict-Ridden Yemen", 16 November 2016, at <<http://www.gmap.ch/yemeniettes-women-and-innovation-in-conflict-ridden-yemen>>.

6. See event report: DCAF, GICHD (2017), *Seeking more coherent implementation in post-conflict security: Can we better align SSR, DDR, SALW and Mine Action?*, Geneva, 6 February 2017, at <<https://www.gichd.org/resources/publications/detail/publication/seeking-more-coherent-implementation-in-post-conflict-security-can-we-better-align-ssr-ddr-salw-and-mine-action/#.WRRu6Vt96Cg>>.

7. GICHD, DCAF, OSCE PCU (2015), "Press release: Conference on "Ukraine's Current Security, Humanitarian Demining and Explosive Remnants of War (ERW) Challenges" Maison de la Paix, Geneva 28-29 April 2015", 24 April 2015, at <[https://www.gichd.org/fileadmin/GICHD/what-we-do/news/Ukraine\\_conference-NewsRelease-27April2015.pdf](https://www.gichd.org/fileadmin/GICHD/what-we-do/news/Ukraine_conference-NewsRelease-27April2015.pdf)>.

8. GICHD (2015), "OSCE signs Memorandum of Understanding with the GICHD and DCAF to consolidate humanitarian action in Ukraine", 25 September 2015, at <<https://www.gichd.org/what-we-do/gichd-news/news-detail/article/1443194693-osce-signs-a-memorandum-of-understanding-with-the-gichd-and-dcaf-to-consolidate-humanitarian-action-in-ukraine/#.VWRMgRlt96Cg>>.

9. GICHD, *Annual Report 2015*, p. 27, at <<https://www.gichd.org/fileadmin/GICHD-resources/rec-documents/GICHD-Annual-Report-2015-en.pdf>>.



**ANNEX 2**  
METHODOLOGY

## PROGRESS REVIEW

### Spearhead Project

The projects' portfolio of the GICHD is characterised by the existence of what is called "Spearhead Projects": A Spearhead Project is the project that contributes the most towards achieving a given Strategy Outcome (SO). For example, the Information Management Capacity Development (IMCD) project is the one that contributes the most towards achieving SO 1.2. Given this particular "virtue" of Spearhead Projects, it was decided that, during the current strategy, the Spearhead Projects would be the initial focus of the GICHD reporting efforts. Results stemming from a Spearhead Project are therefore used as a gauge to measure progress towards the corresponding Strategy Outcome (see Annex 1- Progress Review).

While the results reported on for 2016 are those of the Spearhead Projects, other projects also contributed to progress towards the SOs. For example, while progress towards SO 1.2 is reported on via the IMCD Spearhead Project, additional projects, such as: Mine Action Intelligence Tool (MINT), Mobile Tools, Geo Services, Information Management System for Mine Action (IMSMA) Maintenance, IMSMA Core and Regional Training, played a significant part as well.

There are seven Spearhead Projects (see Annex 4- List of Spearhead Projects) in total for nine Strategy Outcomes. For SO 3.2 two Spearhead Projects were selected in the second half of 2016. However as monitoring took place through 2016, first results will be provided in 2017, and for SO 3.3 multiple cross-thematic projects were identified to contribute to the outcome (see Annex 2 – SO 3.3. Methodology) and progress towards it was measured by analysis of two case studies (see Annex 1- Progress Review; Case Study SO 3.3).

No	Spearhead Project	Strategy Outcome
1	Strategic planning in Mine Action	SO 1.1/ SO 3.1
2	IM Capacity Development	SO 1.2/ SO 2.2
3	NMAS Development Assistance	SO 1.3
4	National Capacities and Residual Contamination	SO 2.1
5	Management of Residual Explosive Remnants of War (MORE)	SO 2.3
6	GIS for Peace	SO 3.2
7	OSCE Special Monitoring Mission in Ukraine (SMMU)	

Other projects		
1	Cross-thematic multiple projects	SO 3.3



## Projects Results 2016

The Performance Report presents the results achieved in 2016 for each Spearhead Project. The results are presented as part of the 2016 Results Matrix (see Annex 1 – Progress review) including project outcome, indicator, baseline, target, actual result (performance data) and whether or not / to what extent the target was met.

Progress towards SOs is visually presented by means of a results chain, with the first result corresponding to a Spearhead Project outcome (red box) and at the same time constituting an input towards achieving the SO (purple box) (see for example Annex 1 – Progress review; Results Matrix for SO 1.1). The results chain assumptions are the preconditions necessary to move a step further down the result chain (from left to right). The Spearhead Project assumptions are the preconditions for the Spearhead Project outcome to be achieved.

This year the Performance Report is also complemented with a Country review chapter, which highlights key progress areas, obstacles and adaptations of the Spearhead Projects in selected focus countries. The country review is based on a peer-review process (see Annex 2 – Methodology; Monitoring) that aims to strengthen focus towards measuring results at country-level.

## Progress towards Strategy Outcomes

The results of each of the Spearhead Projects represent a contribution towards achieving a corresponding SO on a four-year scale. Progress towards SOs is marked by means of an On/Off Track method, where a target is defined as either an output or an outcome of a Spearhead Project necessary to achieve a contribution to an SO.

- **On track:** Ongoing activity; target is met; desired contribution towards achieving Strategy Outcome is achieved
- **Off track:** Ongoing activity; target is not met; desired contribution towards Strategy Outcome is not achieved.
- **N/A (not applicable):** no progress monitoring in Year 2 (2016); no results in Year 2 (2016);
- **Not available:** Projects assigned in the second half of 2016. First results to be measured in 2017 and reported in the Performance Report 2017.

## Indicators

The SOs indicators listed in the GICHD results framework annexed to the GICHD Strategy have been adjusted where necessary to align them with Spearhead Project indicators and thereby improve the measurability of progress against corresponding SOs (see Annex 3 – Comparison of indicators).

## MONITORING

### Assessment Frameworks

As of 2015 Spearhead Projects are monitored by means of assessment frameworks that assess the results based on a scale from 1 to 5 for each question. The number of questions varies per assessment framework.

With regard to SO 2.2, the adaptation of the IMCDF was delayed due to the time taken to better define the nature of residual contamination. The framework will be finalised in 2017 to incorporate an assessment of a country's ability to produce information relevant to residual risk management. Initially, two countries will be assessed against this revised framework in 2018.

With regard to SO 3.3: *Cooperation between Mine Action and other Human Security actors is strengthened*, a qualitative assessment was used to analyse the cooperation between the GICHD and other human security actors through collaborative projects (multiple cross-thematic) under the assumption that through such collaboration, cooperation between mine action and other human security actors is strengthened. Please see case studies for SO 3.3 (see Annex 1- Progress review; Case Study SO 3.3).

### Peer-review

As of 2016, the peer-review process has been established for two main reasons:

1. To monitor outcome-level results in a country and discuss observations of positive changes in that country
2. To continuously learn and regularly adapt and improve projects based on lessons learnt, reflections, observations and data.

The monitoring of the outcome-level result in a country takes place by means of a 6-monthly peer-review process.

Country focus groups meet to exchange observations on behaviour change of key actors in a set of countries. They report on:

- a) Progress indications (success indicators as per each Spearhead Project's M&E framework)
- b) Obstacles impeding progress
- c) Adaptations necessary for the future

The monitoring of country-level results during peer-review evolves around a new visualisation of the GICHD Theory of Change (ToC) (see Annex 5- GICHD ToC), which allows for measuring outcomes at country level as a result of all Spearhead Projects' aggregated contributions. It also visually depicts risk management- the level at which the outcome-level results of all spearhead projects are seen (see section Country Review).



**ANNEX 3**  
COMPARISON OF INDICATORS

Strategy Objective	Strategy Outcome	Published Indicator	Revised Indicator
1	1.1	Number of countries that have implemented national mine action strategies according to good practices	The number of National Mine Action Strategies that improve their overall score by at least two (2) points on the GICHD's National Mine Action Strategies Assessment Framework.
	1.2	The overall rating of the GICHD's existing IM capacity assessment	The number of countries that improved the IM capacity assessment score by one (1).
	1.3	Number of countries applying national standards that incorporate the land release IMAS	The number of countries that have up to date and appropriate national standards in line with international Mine Action Standards (IMAS)
2	2.1	<ul style="list-style-type: none"> <li>Aggregate ratio of national funds to external financing for addressing residual contamination</li> <li>Number of countries with medium-term budget planning in place (3-5 years) for addressing residual contamination</li> </ul>	Number of countries integrating residual contamination into national strategies/plans and policies
	2.2	Number of countries defining and evaluating risk based on evidence of residual contamination	The number of countries that improved the IM Capacity Assessment score by one (1).
	2.3	Number of countries with: <ul style="list-style-type: none"> <li>Policies in place to respond adequately to residual risks</li> <li>Procedures in place to respond adequately to residual risks</li> <li>Practices in place to respond adequately to residual risks</li> </ul>	International Mine Action standard that addresses residual contamination  Number of countries with policies and/or NMAS that address residual contamination
3	3.1	<ul style="list-style-type: none"> <li>Number of countries locating their national mine action strategy and/or planning such that it contributes to human security</li> <li>Number of countries implementing a national mine action strategy such that it contributes to human security</li> </ul>	The number of National Mine Action Strategies that improve their overall score by at least two (2) points on the GICHD's National Mine Action Strategies Assessment Framework
	3.2	Number of human security actors adapting/using GICHD-supported mine action standards, methods and tools	The number of National Mine Action Strategies that improve their overall score by at least two (2) points on the GICHD's National Mine Action Strategies Assessment Framework



**ANNEX 4**  
LIST OF SPEARHEAD PROJECTS

## SPEARHEAD PROJECTS

1. Strategy Outcome 1.1- Strategic Planning in Mine Action (91008)
2. Strategy Outcome 1.2- IM Capacity Development (9242)
3. Strategy Outcome 1.3- NMAS Development Assistance (9422)
4. Strategy Outcome 2.1- National Capacities and Residual Contamination (91007)
5. Strategy Outcome 2.2- IM Capacity Development (9242)
6. Strategy Outcome 2.3- Management of Residual ERW (MORE) (91015)
7. Strategy Outcome 3.1- Strategic Planning in mine Action (91008)
8. Strategy Outcome 3.2- OSCE Special Monitoring Mission in Ukraine (SMMU) (92011); GIS for Peace (92012)
9. Strategy Outcome 3.3- Cross-thematic projects



**ANNEX 5**  
GICHD TOC

**Enhanced Human Security**

**Effective and Efficient Management of Risks to Human Security**

**Effective and efficient tools**

1.1 3.1	2.1 2.3	1.2 2.2	1.3	3.2 3.3
Strategic Management		Information Management	Standards	Mine Action- Human Security
91008	91015 91007	9242	9422	92012 92011











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