



Priority-Setting in Mine Action:

KEY MESSAGES

- > Priority-setting criteria should reflect the four main goals of mine action: fewer lives and limbs lost to mines/ERW, compliance with international treaty obligations, economic growth and poverty reduction. In conflict-affected states, 'do no harm' should always be added as a criterion.
- > Additional priority-setting criteria should be included where mine action supports wider programmes related to IDP and refugee return, peacekeeping, peace building, etc.
- > Specify two to five indicators for each criterion to make priority-setting decisions clearer, consistent and more transparent. In addition, put in place mechanisms to obtain the data required for each indicator.
- > Those responsible for setting priorities (usually, national officials) need to agree with those providing the resources (donors, the government, NGO operators) on the criteria and indicators to be used for establishing mine action priorities.

Values, Criteria and Indicators for Priority-Setting in Mine Action

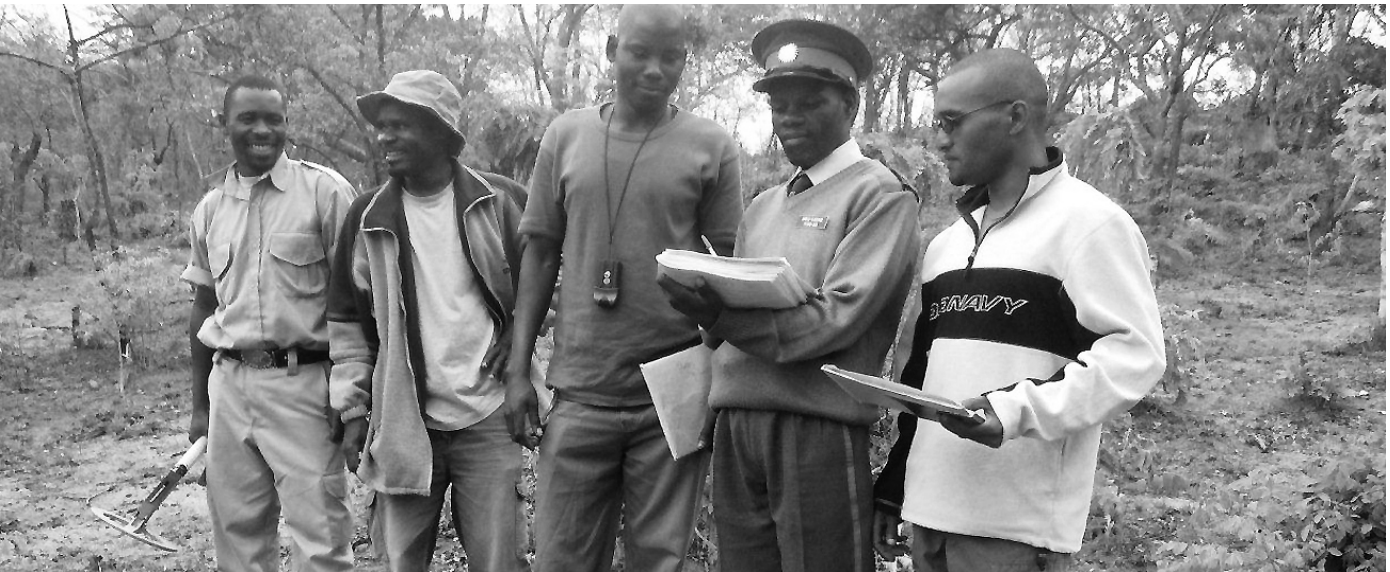
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INTRODUCTION TO THE SERIES

The most important measure of performance for a mine action programme is value for money: the ratio of benefits to costs. The main determinant of whether a mine action programme delivers good value for money is not the quality of its survey and clearance technology, nor how hard staff work, how well managers are trained, or how complete its database is. It is how well priorities are set at each level. The aim of prioritisation is to achieve high value for money.

Priority-setting in a national mine action programme requires a number of inter-linked processes and decisions that determine:

- > What should receive the most resources – known as “allocation” or “prioritisation” (with a big ‘P’). Examples include how to divide resources among geographic areas of a country, programme components, and operators.
- > Taking into consideration how the resources have been allocated, what should be done first? This is known as “prioritisation” (with a small ‘p’). Examples include determining which demining tasks should take priority.



The basic objective of this series of Briefs is to assist mine action programmes in achieving greater value for money, through designing and implementing sound priority-setting systems. These systems will coordinate the many interrelated decisions logically, and take into consideration costs and benefits.

The principal audience for this Brief are national officials and senior managers of large, complex mine action programmes,¹ and those who provide advice to such programmes. Managers in charge of smaller programmes will find the principles outlined in the Brief to be relevant, but some of the topics may be more detailed than they require.

This Brief, the fourth in the series, examines the values, decision criteria and indicators for priority-setting in mine action.

Other Briefs in the initial release in the series are:

- > Brief 1: Introduction to the series, key terms and basic concepts, common challenges
- > Brief 2: The need for a national priority-setting system, components of national priority-setting systems, what such systems should accomplish, and how responsibilities and authorities should be defined
- > Brief 3: Establishing a national priority-setting system and adapting it over time; how to assess the quality of the system

Future Briefs are planned to cover, at least:

- > An overview of cost-effective approaches to prioritisation; examples of cost/benefit analysis and multi-criteria analysis in mine action
- > Information management to support prioritisation
- > Participatory approaches to understand local preferences

- > Prioritisation in survey and clearance operations
- > Quality Management, monitoring, evaluation and prioritisation
- > Putting it all together

INTRODUCTION

Priority-setting systems should clearly identify the most valuable alternatives. Any serious discussion concerning priorities should be rooted in terms of our values – personal, organisational, cultural. However, our values are expressed in very broad terms and can be understood differently. They need to be sufficiently clear when making specific decisions. Criteria and indicators provide the additional detail required, but our values remain the foundation.

VALUES

Values tell people what is good, beneficial, important, beautiful, and so on. To a large degree, values determine why people do what they do. Values differ across cultures, and people from the same culture share a core set of values that create common expectations and predictability, without which the culture would disintegrate.

Different social groups within a culture (eg rural versus urban dwellers, civil servants versus military personnel) will share the core cultural values but will hold different values concerning important aspects of life. Of course, individuals within in the same social group will have many common values, but will hold different views on others.

The determination of what constitutes value has an unavoidable subjective component. However, some values are universal, or nearly so: for example, most people in every culture place value on:

- > Human life
- > Preventing pain/alleviating human suffering
- > Human dignity, and alleviating destitution
- > Material prosperity for oneself, one's family, community, and country
- > Keeping promises/fulfilling commitments one has made

Other values are extremely common, although not universal, such as:

- > Restoring to people what they have lost through no fault of their own

Global support to mine action is ultimately based on these values, and most people in the mine action field would agree that each of the values listed is, in fact, something worthwhile. Therefore, this list can provide the starting point for developing the criteria and indicators to guide prioritisation.

CRITERIA

A criterion (plural, criteria) is a principle or standard by which something is judged in terms of its worth or value. As such, criteria are closely related to values, but are more specific in terms of how that value applies to the specific situation.

Table 1 | Key values and possible criteria

Value	Possible criteria for mine action programmes
Sanctity of human life	Reducing risk from mines/ERW Improving emergency medical care for mine victims Facilitating delivery of emergency food supplies
Preventing pain/ alleviating suffering	Reducing the lives and limbs lost to mines/ERW Reducing risk from mines/ERW Improving physical rehabilitation services for victims
Human dignity and alleviating destitution	Facilitating delivery of humanitarian aid Promoting poverty reduction Social and economic reintegration of victims Promoting the rights of people with disabilities
Restoring what people have lost through no fault of their own	Promoting rehabilitation and reconstruction Facilitating refugee/IDP returns
Material prosperity	Raising economic growth Increasing employment Increasing agricultural production
Keeping promises/ fulfilling commitments	Complying with APMBC obligations Complying with CCM obligations

Criteria used in setting mine action priorities are broad principles or standards, such as reducing risks and poverty, and promoting agricultural production. There is a great deal of discretion when making these decisions, and different decision-makers may set different priorities based on even the same criteria. To strengthen the consistency and transparency of priority-setting decisions, we need to specify a number of indicators for each criterion. For example:

Table 2 | Examples of criteria and indicators²

Criteria	Indicators
Risk to civilians	The suspected hazard is within 500 metres of a community There has been an ERW accident at that site within the past year Civilians are 'harvesting' scrap metal in that community
Agricultural production	Crops were grown on the contaminated field before the conflict There are no disputes over land rights The household has access to the complementary inputs (seeds, oxen, family labour) needed to grow crops on the land
Estimated cost of clearance	Amount of vegetation cover Distance from good road Maximum slope of land

It is worth noting that criteria function in two broad ways. Some criteria eliminate an alternative from further consideration. For example, if an operator has been hired to conduct demining operations in support of road reconstruction, one criterion specified in the contract might be to deal with "hazards within 25 metres of the centre line of the road." Any suspected hazard that does not meet that criterion will be eliminated from further consideration.

A number of such screening criteria might be used to eliminate suspected hazardous areas (SHA) from consideration, where there are doubts that the land will be used productively after survey or clearance. For example:

- > Has the beneficiary been clearly identified?
- > Does the beneficiary household have secure rights over the land?
- > Does the beneficiary household have the training, labour and other necessary inputs to grow crops on the land?

If the answer to any of the above questions is no, the SHA would be eliminated from consideration. The principle of 'do no harm'³ is another example of a criterion that would eliminate consideration of certain alternatives, particularly when implementing these might provide some benefit, but at the cost of aggravating conflicts.

The second type of criterion adds weight to the case that those alternatives meeting the criteria will be selected as priorities. A short example is provided below and a more detailed example, *Multi-Criteria Analysis in Cambodia*, is provided later.

Box 1 | New criteria used by Mine Action Coordination Centre for Afghanistan (MACCA)⁴

In 2008, MACCA introduced new criteria for determining priorities. Although issued as a single list, clearly there are two different kinds of criteria. Some of these ensure that significant assets are directed to certain areas of the country ('big P' prioritisation), while others are used to establish task priorities ('small p' prioritisation).

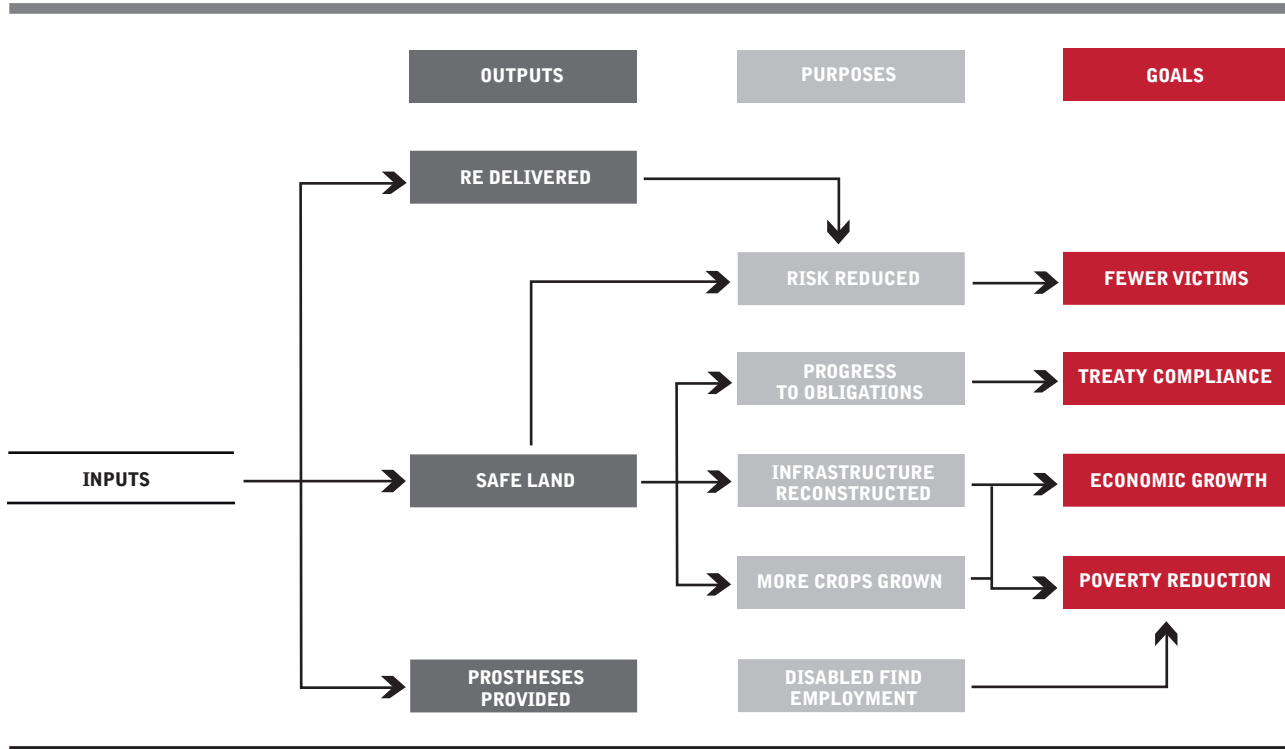
- > **Criteria for resource allocation** (eg which areas of the country will have what assets)
 - > 'Low-hanging fruit' (districts with few SHA that can be declared mine impact free⁵ after a season of operations)
 - > Highly contaminated districts
 - > Highly impacted communities
 - > Areas with special cultural or other benefits (eg Bamiyan, or areas benefiting from integrated rural development programmes)
 - > Opportunities for service delivery to insecure areas
 - > **Criteria for assigning resources to specific tasks**
 - > Addressing the 'killing fields' (ie the minority of minefields that cause repeated accidents)
 - > 'Low hanging fruit' – small hazards that were not previously cleared by large clearance teams
 - > Hazards within 500 m proximity of a community
-

Adding indicators can enhance priority-setting by making decisions clearer, more consistent, and 'wiser'. But some effort is needed to obtain the data required for each indicator, which often is a problem in fragile and conflict-affected states. Demining NGOs have developed a number of approaches to obtain such data (eg Mines Advisory Group Community Liaison teams and Norwegian People's Aid Task Impact Assessment teams). A useful rule of thumb is to have two-to-five indicators per criterion.

As illustrated in Figure 1, mine action generally tries to promote four broad goals – fewer lives and limbs lost to mines/ERW; compliance with international treaty obligations; economic growth; and poverty reduction.⁶ Use priority-setting criteria that are based on these broad goals. Figure 1 depicts the logical chain between the delivery of mine action outputs, what we hope to achieve (our 'purpose') by delivering these outputs, and the broader goals we are trying to promote.



Figure 1 | Simple logic model for a mine action programme



The following criteria are generally relevant when determining priorities for mine/ERW programmes.⁷

Benefits

Reduction in risk to lives and limbs for:

- > Civilians
- > Humanitarian aid workers (ie enabling delivery of humanitarian aid)
- > Security forces (eg mobility for peacekeeping forces)

Material benefits

- > Potential benefits from safe use of land & assets
 - > In terms of sustainable livelihoods/poverty reduction
 - > In removing constraints to reconstruction and development (economic growth)
- > Likelihood that the land/assets will be used as expected

Achieving international norms and obligations

Cost-side criteria

Technical – is the task feasible to demine?

Safety – will demining pose unacceptable risks to deminers or to the public?

Financial cost

Technical inputs from mine action experts relate mainly to the ‘cost-side’ criteria. However, the more fundamental differences of opinion typically relate to the relative importance of the different benefits. Most people would agree all the benefits listed are valuable in some way, but may disagree on how much each should be valued relative to the others. This may reflect either different ‘value systems’, or else disagreement over which benefits are most relevant to the particular time and place.

The technical knowledge of mine action personnel – and, particularly, of international personnel – does not give them any special expertise in resolving such issues. Questions of values are not technical but stem from politics and culture, and local people are better able to assess the relevance of alternative benefits at a particular place and time.

Stakeholders are not always united on what is of equal importance. For example, based on the findings of a project (funded by the Canadian International Development Agency) on Task Assessment Planning in Cambodia in 2004, villagers in heavily contaminated north-western Cambodia were concerned mainly by the lack of land for agriculture and housing. They placed a higher weight on potential land use benefits than on risk reduction benefits when determining their task preferences. Operators on the other hand placed the greatest weight on cost-side issues, in part because they reported their achievements mainly in terms of areas cleared and devices destroyed. There was no policy guidance from the Cambodian Mine Action and Victim Assistance Authority (CMAA) concerning the relative weight that should have been given to land use benefits relative to cost-side factors.

In this case, because the operators controlled the resources, their views tended to dominate, and as a result, many district preference lists remained simply wish lists. Ultimately, this problem was largely resolved by:

- (i) Re-surveying to create clear minefield polygons, which were classified into three categories (A, B, C) in terms of expected land use plus the likelihood that contamination actually existed
- (ii) A new national policy that agreed that communes should only prioritise category A land and, once it was identified as a priority, the operators would clear it⁸

ADDITIONAL CRITERIA FOR MINE ACTION

Mine action programmes may also contribute to other types of programmes, such as support for returning refugees, a UN-authorized peacekeeping mission, peace-building etc. In such cases, appropriate mine action priority-setting criteria should be added. For example:

- > **The “do no harm” principle.** In conflict-affected countries, there is significant potential that actions taken with the best intentions will have unintended consequences which may increase or reignite conflict. The ‘do no harm’⁹ principle implies that decision-makers think through the potential harmful consequences of their well-intentioned actions and, if there is a danger that conflict will increase, avoid that action or take additional measures to guard against conflict.

Box 2 | Landmines, conflict and land rights¹⁰

Surkhrood district, Nangarhar province, Afghanistan, 2010: A powerful person wanted to construct a small town. When he discovered the site was contaminated with mines/ERW, he submitted a request for mine clearance. During mine clearance operations on the site, the demining team received a warning not to clear the land from another person who claimed that it was in fact his land. Demining operations were suspended. The person who initially requested clearance insisted the teams complete the task, and promised he would provide security in terms of protecting the demining teams from the possible retaliation of the other person. The requester was informed by the mine action operator that he first had to resolve the dispute over land ownership. In the end, both parties accepted that the demining operator should not be forced to clear land which is subject to a dispute over ownership. The two conflicting parties have since resolved their issues and reconciled, so that demining could be resumed.

- > **Peace-building efforts.** Attempts at peace-building ensure that all major groups see that peace brings more benefits than war, and it is important that all sides in a conflict obtain a 'peace dividend'. Mine action officials should ensure that services are delivered in an equitable manner and do no harm, ie do not exacerbate tensions or create new conflict. Areas of the country that supported a former rebel group may require special criteria when delivering services, even though those areas are more remote.
- > **Disarmament, Demobilisation and Reintegration (DDR).** Immediately after a conflict ends, there often are large programmes set up to disarm and demobilise former combatants, and to facilitate reintegration of them into society. Reintegration aims to ensure the ex-combatants have a sustainable livelihood and are not tempted to return to fighting. Mine action programmes have made significant contributions to DDR in a number of countries such as Mozambique, Sudan and Afghanistan, by retraining former combatants as deminers and employing them in relatively well-paid jobs. In such cases, the employment of demobilised soldiers is treated as a criterion when considering how many new deminers should be trained and equipped.
- > **Creating local employment.** It is important to mention that, in general, mine action should not receive special credit for creating local employment. If the funds were spent on other activities, they would probably create as much or more employment.¹¹ However, in some cases, mine action programmes have had some special employment initiatives. In many countries, demining operators have trained and employed women as deminers, not traditionally a female occupation. Operators have also hired local villagers whenever possible as cooks, cleaners, labourers for vegetation removal, and demining. This form of employment can provide a substantial boost for the community, especially in poor villages. Therefore, when contamination is heaviest in the poorest and most remote parts of the country – as is often the case – and when the government places a priority on reducing poverty in such areas, a criterion could be added within the mine action priority-setting system to promote local employment in affected communities.

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> **Reaching ungoverned spaces:** these exist in a number of countries undergoing ‘stabilisation’,¹² such as Afghanistan and Iraq, and in remote parts of many other countries, such as northern Uganda and Kenya. The delivery of public services, such as mine action, in these areas provides an important signal that the government and international community is trying to reach all citizens, and provide some incentives for peace. Again, where this is a national priority, a criterion could be added to the mine action priority-setting system to align mine action with this broader objective.

INDICATORS

Unlike values and criteria, which are mental concepts, an indicator is something that can be seen, heard, tasted, felt or smelled. They indicate whether the various alternatives that might be prioritised satisfy a criterion, and are more specific than criteria.

A good indicator is clearly tied to a criterion but can be assessed (ie, measured or at least observed) for each of the alternatives that have to be prioritised. The difference can be illustrated by the International Mine Action Standards (IMAS). ‘Deminer safety’ is a criterion, but is too broad to be assessed directly. ‘Distance between demining lanes’ is an indicator that can be measured to determine, in part, whether the criterion is met.

For another example, if we were considering priorities for risk education, one of the criteria would probably be ‘exposure to mine/UXO risk’. It is not easy to directly assess a community’s exposure to

risk because of the many different factors needing consideration. However, there are specific, easily observed and measurable indicators for at least some of these factors, which can be used to estimate the overall exposure to risk.

The following indicators, each of which relates clearly to the criterion ‘exposure to risk’ and can be measured or observed, are examples:

- > Number of mine/UXO accidents in the past two years
- > Distance of the closest minefield to the community
- > Total confirmed hazardous area within one kilometre of the community
- > Percentage of the community that has already received risk education
- > Percentage of the community in defined high risk groups (eg farmers, shepherds, teenage males)
- > Presence of scrap metal traders in the district
- > Estimated number of returnees, who will have little knowledge about contamination, and are thus more vulnerable

None of the indicators provides a complete measure of the criterion ‘exposure to risk’, so it is best to use more than one. We also want a manageable system, so we would want to set a limit on the number we use, say, a maximum of five indicators per criterion.



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AGREEING INDICATORS

A priority-setting system will not deliver value for money, unless:

- (i) It determines what should receive priority
- (ii) It ensures that adequate resources go to the selected priorities

Therefore, those responsible for setting priorities (usually national officials) and those in control of

the resources (donors, UN agencies, operators) must agree on the criteria and indicators or the system will not function well.

This consensus on indicators should also include the actors who provide the data for each indicator, ie, the operators and communities themselves. They are in the best position to determine if the proposed indicators are valid and if the needed information can be reliably collected.

EXAMPLES OF VALUES, CRITERIA AND INDICATORS FOR MINE ACTION

Value	Possible Criteria for Mine Action Programmes	Possible Indicators <small>(sex & age disaggregated where possible)</small>
Human life	Reducing risk from mines/ERW	<ul style="list-style-type: none"> > Number of accidents in past 24 months > Percentage of population that received mine risk education (MRE)
	Providing emergency medical care to mine victims	<ul style="list-style-type: none"> > Percentage of victims receiving emergency medical treatment within six hours > Percentage of survivors reaching a clinic within 24 hours
Preventing pain/ alleviating human suffering	Reducing the lives and limbs lost to mines/ERW	<ul style="list-style-type: none"> > Reduced ERW morbidity and mortality > Improved productive use of cleared land or restored resources (eg water) in high impact areas
	Reducing risk from mines/ERW	<ul style="list-style-type: none"> > Number of people receiving risk education > Number of primary schools with risk education in their curriculum
	Providing victims with physical rehabilitation services	<ul style="list-style-type: none"> > Number of victims receiving rehabilitation services > Percentage of physically disabled receiving rehabilitation services > Percentage of physically disabled within one day's travel of a rehabilitation clinic
Restoring what people have lost through no fault of their own	Promoting rehabilitation and reconstruction	<ul style="list-style-type: none"> > Percentage of primary road kilometres reconstructed > Percentage of primary road kilometres verified as safe and rehabilitated > Percentage of secondary road kilometres verified as safe > Percentage of communities served by a safe road

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EXAMPLES OF VALUES, CRITERIA AND INDICATORS FOR MINE ACTION

Value	Possible Criteria for Mine Action Programmes	Possible Indicators <small>(sex & age disaggregated where possible)</small>
Restoring what people have lost through no fault of their own	Facilitating refugee/IDP returns	<ul style="list-style-type: none"> > Number of home communities for refugees/internally displaced persons (IDPs) surveyed > Percentage of suspected hazardous areas (SHA) in home communities released > Number of returned refugees/IDPs to communities where demining has taken place > Number of returned refugees/IDPs to communities where demining has been completed
Material prosperity	Promoting economic growth	<ul style="list-style-type: none"> > Number of loans granted to mine/ ERW survivors for new businesses > Number of community residents employed by operators > Number of new businesses started within 12 months of road verified as safe > Number of new businesses started within 12 months of demining completion
	Promoting gender and diversity-sensitive employment and training opportunities	<ul style="list-style-type: none"> > Percentage of vacancy announcements that encourage qualified women & people with disabilities (PWD) to apply > Percentage of all applicants who are qualified women or PWD > Number of community-based deminers trained and employed > Number of women employed by the national mine action centre > Number of PWD employed
	Increasing agricultural production	<ul style="list-style-type: none"> > Hectares of irrigated crop land released > Hectares of rain-fed crop land released > Percentage of crop land area on which crops have been planted > Output produced and income generated from cleared agricultural land > Value of fodder, firewood and other resources collected from grazing land

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EXAMPLES OF VALUES, CRITERIA AND INDICATORS FOR MINE ACTION

Value	Possible Criteria for Mine Action Programmes	Possible Indicators <small>(sex & age disaggregated where possible)</small>
Fulfilling commitments	Complying with APMBC & CCM obligations	<ul style="list-style-type: none"> > Percentage of potentially impacted communities surveyed > Percentage of remaining SHA marked > Percentage of SHA (as of 1 Jan 2007) released by: <ul style="list-style-type: none"> > Non-technical survey (NTS) > Technical survey (TS) > Clearance > Area of new SHA reported since 1 Jan 2007 (as percentage of baseline figure)
	Complying with the Convention for the Rights of Persons with Disabilities (CRPD) obligations	<ul style="list-style-type: none"> > Number of communities in which disability survey has been conducted > Number of communities covered by community volunteers for disability programme monitoring > Percentage of known physically disabled persons that have rehabilitation services > Percentage of known physically disabled persons registered in social assistance programme

EXAMPLE | MULTI-CRITERIA ANALYSIS IN CAMBODIA

In 2004, CIDA established the task assessment and planning (TAP) project in Cambodia. TAP was, among other things, to introduce a quantitative priority-setting process for demining tasks, using multi-criteria analysis.

After extensive consultations, the project decided to use two criteria, each with a number of possible indicators that a district could choose to use as appropriate. For example:

Criterion 1 – Potential for risk reduction, with indicators such as the following:

- > Number of recent accidents
- > Number of recent victims
- > Delivery of risk education in the community
- > Level of fear/stress in the village from mines/ERW

Criterion 2 – Potential land use benefit, with indicators such as the following:

- > Land will be used for community development
- > Land rights are clear
- > Target beneficiaries are clearly identified
- > Target beneficiaries need assistance (are poor, landless, etc)
- > A development agency will assist beneficiaries in making good use of the land

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Consultations indicated that landlessness was a major problem, and most villagers valued the potential land use benefits more than the potential risk reduction benefits. Therefore, project managers decided to set a maximum score for risk reduction of 40 out of 100 points, with a maximum of 60 points for land use benefits. TAP developed forms and a spreadsheet to simplify calculations.

The following procedures were then developed for use at district mine action workshops:

1. A representative from each commune would present a list of suspected hazardous areas (SHA) the commune wanted cleared, and briefly describe each one and the problems it created
2. Each SHA was then scored from 1 - 3 against each of the indicators (with 3 being highest)
3. The scores for all indicators were recorded on the forms for each SHA, then entered into the spreadsheet, which calculated the total score for each SHA (see example below)
4. The SHA were ranked from highest to lowest according to the scores
5. The preference list was sent to the provincial mine action planning committee for adoption

After a year, it was clear that most of the participants at the district workshops were uncomfortable with the calculations. They felt that the same SHA would be selected if they simply used the same criteria and indicators to guide discussions, rather than actually scoring each SHA, which made the method too complicated.

When CMAA issued its operational guidelines on Socio-Economic Management of Mine Clearance Operations in December 2006, it did not require district working groups to use the quantitative system. It did, however, use the criteria and indicators that had been developed through the TAP project. Some of these were required, some were recommended and some were optional.

Essential 'criteria' ¹³	Recommended 'criteria'	Optional 'criteria'
> Number of accidents	> Clear land use benefit	> Standard of living of beneficiaries
> Level of fear	> Development support from NGO or government	> Fairness
> Beneficiaries:	> Technical issues raised by demining operator & preferences based on their prioritisation process	> Village priority
> Poverty level of beneficiaries	> Problems or disputes on the minefield	> Distance from village
> Clarity about who beneficiaries are and their awareness of land use purpose	> Available resources or village plan	
> Number of beneficiaries		
> Size of land appropriate for number of beneficiaries		

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Example of the TAP system for ranking SHA by numeric scores

SHA	Risk reduction benefit (weight 40)				Land use benefit (weight 60)				Total	
	No. of mine accidents	No mine risk education	Level of fear	Sub-total risk reduction (maximum 40 – see example below)	In commune development plan	Land rights clear	No. of beneficiaries	Beneficiaries are landless	Subtotal land use (maximum 60)	Add two sub-totals
1	1	3	3	31.1	3	3	2	2	50.0	81.1
2	2	1	2	22.2	1	3	1	3	40.0	62.2
3	2	3	3	35.6	3	3	3	3	60.0	95.6
4	2	2	2	26.7	1	3	3	2	45.0	71.7
etc										

In this case, the preference ranking of the SHA would be:

SHA	Total score	Rank
1	81.1	2
2	62.2	4
3	95.6	1
4	71.7	3

Example of calculation of SHA 1

Risk reduction: There are three indicators, so the maximum score possible is $3 \times 3 = 9$. The weight given to risk reduction is 40 out of 100 points, so we ‘rescale’ to make the maximum 40 points. To do this, we simply multiply all the scores by $40/9$

- > Total score for SHA # 1 for these 3 indicators = $1 + 3 + 3 = 7$
- > $7 \times (40/9) = 31.1$

Land Use: There are four indicators, so the maximum score possible is $4 \times 3 = 12$. The weight given to land use benefit is 60 out of 100 points, so we ‘rescale’ to make the maximum 60 points. To do this, we simply multiply all the scores by $60/12$

- > Total score for SHA 1 for these 3 indicators = $3 + 3 + 2 + 2 = 10$
- $10 \times (60/12) = 50.0$

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ENDNOTES

- ¹ These could be national officials or UN personnel when UNMAS has been given an operational mandate.
- ² A more complete list is provided in the Appendix: Examples of Values, Criteria and Indicators for Mine Action.
- ³ The Do No Harm approach, developed in the early 1990s, looked at developing approaches to ensure that humanitarian and/or development assistance given in conflict settings may be provided so that, rather than worsening the conflict, it helps local people disengage from fighting and develop systems for settling the problems which prompt conflict within their societies. CDA Collaborative Learning Projects, http://www.cdainc.com/cdawww/project_profile.php?pid=DNH&pname=Do%20No%20Harm.
- ⁴ Paterson, Paktian and Fryer (2008), *Assessment of the Mine Action Centre for Afghanistan*, GICHD.
- ⁵ It would be inappropriate to declare most such districts as 'mine-free' as new minefields continue to be discovered (eg once they impact an expanding community).
- ⁶ See GICHD, *Priority-Setting for ERW Clearance Programmes*, Discussion Paper 6, 2009 Meeting of Experts of the States Parties to CCW Protocol V.
- ⁷ Other criteria may be relevant in certain contexts and are discussed later in this chapter.
- ⁸ There were provisions for exceptions to be made, but these would require further investigation before clearance was approved.
- ⁹ This phrase is borrowed from the Hippocratic Oath of physicians which starts 'First, do no harm'. For more information and useful tools, see <http://www.hapinternational.org/resources/category.aspx?catid=654>.
- ¹⁰ Mohammad Sediq Rashid, Mullah Jan and Mohammad Wakil, *Landmines, Livelihoods and Post-Conflict Land Rights: the Case of Afghanistan*, GICHD, 2010. Available from <http://www.gichd.org/strategic-management/mine-action-security-and-development/update-on-activities/landmines-and-land-rights-in-conflict-affected-contexts/>.
- ¹¹ In many countries, mine action has been guilty of setting wages far higher than necessary to attract capable workers. This reduces the numbers of jobs created and often creates room for corruption.
- ¹² Stabilisation refers to efforts designed to end conflict and social, economic, and political upheaval. It may entail (i) re-establishing law and order; disarmament, demobilisation and reintegration (DDR); (ii) rebuilding capacity of local security forces; (iii) provision of emergency humanitarian assistance; (iv) rebuilding essential government capacities; and (v) economic stabilisation.
- ¹³ Most of these 'criteria' are, in fact, indicators rather than criteria – at least in the way the international development community defines those terms.

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