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## Guide for the establishment of a mine action programme

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## Foreword

International standards for humanitarian mine clearance programmes were first proposed by working groups at an international technical conference in Denmark, in July 1996. Criteria were prescribed for all aspects of landmine clearance, standards were recommended and a new universal definition of 'clearance' was agreed. In late 1996, the principles proposed in Denmark were developed by a UN-led working group and the *International Standards for Humanitarian Mine Clearance Operations* were developed. A first edition was issued by the UN Mine Action Service (UNMAS) in March 1997.

The scope of these original standards has since been expanded to include the other components of mine action and to reflect changes to operational procedures, practices and norms. The standards were re-developed and renamed as *International Mine Action Standards* (IMAS).

The United Nations has a general responsibility for enabling and encouraging the effective management of mine action programmes, including the development and maintenance of standards. UNMAS, therefore, is the office within the United Nations responsible for the development and maintenance of IMAS. IMAS are produced with the assistance of the Geneva International Centre for Humanitarian Demining.

The work of preparing, reviewing and revising IMAS is conducted by technical committees, with the support of international, governmental and non-governmental organisations. The latest version of each standard, together with information on the work of the technical committees, can be found at <http://www.mineactionstandards.org/>. Individual IMAS are reviewed at least every three years to reflect developing mine action norms and practices and to incorporate changes to international regulations and requirements.

## Introduction

Mine action programmes may be UN-led mine action programmes established in the context of humanitarian emergencies or peace keeping operations, they may be UN-supported programmes established during a post-conflict transition phase or they may be a nationally established and managed programme instituted because of an identified mine action need. Irrespective of how a mine action programme is established, there are certain key considerations that are common to the establishment of all mine action programmes.

This standard aims to promote an understanding of the key considerations in the establishment of a mine action programme in order to assist governments and other organisations involved in the establishment of a mine action programme.

## Guide for the establishment of a mine action programme

### 1. Scope

This standard provides guidance and factors for consideration in the establishment of a mine action programme.

### 2. References

A list of normative references is given in Annex A. Normative references are important documents to which reference is made in this standard and which form part of the provisions of this standard.

### 3. Terms, definitions and abbreviations

A complete glossary of all the terms, definitions and abbreviations used in the IMAS series of standards is given in IMAS 04.10.

In the IMAS series of standards, the words 'shall', 'should' and 'may' are used to indicate the intended degree of compliance. This use is consistent with the language used in ISO standards and guidelines:

- a) 'shall' is used to indicate requirements, methods or specifications that are to be applied in order to conform to the standard;
- b) 'should' is used to indicate the preferred requirements, methods or specifications; and
- c) 'may' is used to indicate a possible method or course of action.

The term 'mine action programme' refers to a group of mine action projects managed by a central agency such as a National Mine Action Authority (NMAA) or a national Mine Action Centre (MAC).

The term 'donor' means any agency acting as a source of funding, including the government of mine-affected countries.

The term 'National Mine Action Authority' (NMAA) refers to the government entity, often an inter-ministerial committee, in a mine-affected country charged with the responsibility for the regulation, management and coordination of mine action.

Note: In the absence of a NMAA, it may be necessary and appropriate for the UN, or some other recognised international body, to assume some or all of the responsibilities, and fulfil some or all the functions, of a MAC or, less frequently, an NMAA.

The term 'Mine Action Centre' (MAC) or 'Mine Action Coordination Centre' (MACC) refers to an organisation that, on behalf of the NMAA where it exists, typically is responsible for planning, coordination, overseeing and in some cases implementation of mine action projects. For national mine action programmes, the MAC/MACC usually acts as the operational office of the NMAA.

## **4. Establishing the need for a mine action programme**

### **4.1. National government**

The mine problem in any country is the responsibility of the national government (where a functional government is in place). The government, or an agency nominated by it, must be involved in the planning of a national mine action programme and a programme should not start without the invitation or agreement of the national government

However, in the case of a humanitarian emergency or peace keeping operations, a mine action programme may be established as part of a UN mandate without the consent of a government, although where a legitimate government exists, attempts to get consent should be made.

Once a functioning government is in place the UN should obtain a formal mandate from the government to continue with the management of the mine action programme and ensure that as quickly as possible, the responsibility for the mine action programme is transferred to the government.

However, individual mine action projects may still be established and functioning without the establishment of a national mine action programme.

### **4.2. Nationally initiated programme**

A government may decide to initiate its own mine action programme without the assistance of the UN or any other international organisation. This decision may be based on an identified mine action need or the need to comply with international treaties or conventions. Such treaties or conventions include the 1997 Antipersonnel Mine Ban Convention (APMBC) or the Ottawa Convention), Amended Protocol II on Prohibitions or Restrictions on the Use of Mines, Booby-Traps and Other Devices and Protocol V on ERW to the UN Conventional Weaponry Convention and Convention on Cluster Munitions.

### **4.3. UN-assisted programme**

Any decision on the need for a UN-led or UN-supported mine action programme should start with a formal assessment of the country situation, which may include an assessment mission to the country concerned to determine at first hand the scale and impact of the mine situation. See IMAS 07.11 land release, IMAS 08.10 non-technical survey and IMAS 05.10 for details on the information management..

The country assessment should determine whether a national mine action programme is required, and whether such a programme is possible. Full recognition should be given to any ongoing mine action, including those that are community-based.

The decision to develop a UN-assisted national mine action programme will be as a result of sufficient information gathered demonstrating such a need.

## **5. Mine action programme establishment considerations**

### **5.1. General mine action assessment**

The decision to establish a mine action programme will be based on identified mine action needs as determined from available information by a national government or the UN. At this stage the full scope and scale of mine action needs will not be known and programme planning must be carried out as best as possible with the available information.

Such planning must ensure that a process of information gathering and analysis is implemented as soon as practically possible so that a comprehensive assessment of the mine problem and its impact on men, women and children in the mine affected communities and humanitarian and development activities can be made. This assessment may include activities such as emergency surveys, Landmine Impact Surveys (LIS) and Mine Risk Education (MRE) needs assessments. National conditions discussed in clause 5.2 below, will largely influence the scope and scale of this assessment.

The information gathered by this assessment will further assist in determining the mine action intervention needs, the regulation, management and coordination requirements and the resources necessary to carry out the work. This information will also assist in establishing national mine action policy and strategy linked to national humanitarian and development priorities.

The true extent of the mine problem may be difficult to assess and information gathering, processing, analysis, storage, and application is required throughout the life of a programme.

## **5.2. National conditions**

Certain national conditions affect the ability to carry out humanitarian, development and mine action activities. During the establishment of a mine action programme, the following conditions are typically present:

- a) the infrastructure is in a poor state affecting access to parts of the country, and the provision of essential services or commodities such as communications, medical support, electricity, food and water;
- b) the security situation may be unstable. This may be localised or widespread;
- c) there may be a large number of displaced persons. A better understanding of the impact of mines and ERW is obtained once resettlement starts;
- d) mine action, other humanitarian, and development organisations are not yet fully established;
- e) a functioning central governing body may not exist; and
- f) a functional national authority does not exist.

Where these conditions affect the establishment of a mine action programme, initial plans should be made to establish the programme with the resources to manage the immediate priority mine action tasks in the areas where the security situation and infrastructure permit. Priorities should focus on assistance to mine victims and MRE, and some limited mine clearance in support of aid agencies and humanitarian relief work,

Further plans should then be made so that as national conditions improve, the programme is capable of quickly expanding mine action activities into the newly accessible areas.

## **5.3. Implementation agencies**

Mine action may be carried out by:

- g) commercial organisations;
- h) national or international Non-Government Organisations (NGOs);
- i) government organisations such as the military;
- j) UN agencies such as the United Nations Emergency Children's Fund (UNICEF) [involved in Mine/ERW Risk Education (MRE)];

- k) direct employees of a national authority be it the UN, a NMAA or a national MAC; or
- l) community-based demining conducted by trained individuals men and women in the affected communities.

It is quite likely that there will be a combination of implementing agencies.

During planning it is necessary to have some idea how mine action activities are to be implemented so that the organisational and facility requirements for the regulation, management and coordination of the mine action can be determined. This knowledge also assists in determining any legislative or regulatory requirements. For example, if contracted mine action is to be carried out a contract management capability must be established within a programme. For more details see IMAS 07.20 guide for mine action contracts. Alternatively, if government organisations are to carry out mine action (the military for example), then in this circumstances mine action may be carried out within existing organisations governed by existing regulations.

It is common for humanitarian, development and mine action organisations to be established and working in a country before a mine action programme is established. In these cases consideration should be given to integrating the current mine action organisations into the programme and to meeting the prioritised mine action needs of humanitarian and development organisations.

## **5.4. Funding**

### **5.4.1. General**

No mine action can take place without the necessary financial support, which must cover the costs of the implementing agencies and the management and coordination agencies.

### **5.4.2. Nationally established programmes**

For a nationally established programme the national government needs to provide the necessary funds from either national sources or from external donors or loans. The UN Voluntary Trust Fund may assist with initial funding for national programmes and there is also the option of a national programme establishing its own mine action trust fund. Many governments are prepared to assist with mine action funding on a bi-lateral basis.

### **5.4.3. UN-supported programmes**

The United Nations Development Programme (UNDP) is often able to provide initial funding for its own costs and certain limited funding for mine action; however the UNDP role is normally to assist national programmes with their own resource mobilisation, not provide funds. UNDP may also assist with the management of national trust funds.

### **5.4.4. UN-led programmes**

The United Nations Mine Action Service (UNMAS) as the controller of the VTF is responsible for arranging its own funding and the funding of its UN-led programmes. Additional donor funding may still be needed for full programme costs.

### **5.4.5. Implementing agencies**

Many implementing agencies such as national or international NGOs arrange their own funding although some rely on national or UN funding.

### **5.4.6. In-kind support**

In some cases in-kind support may be provided by donors in lieu of direct funding. In-kind support may include the provision of specialist personnel, equipment, materials or facilities to assist with a mine action programme.

## **5.5. Personnel requirements**

Essential to the establishment of a mine action programme is having available qualified personnel both male and female at the operational level to carry out mine action activities and at the NMAA/MAC level to manage and support mine action. Consideration of personnel requirements should be included in the planning for the establishment of a mine action programme. Special efforts shall be made to ensure gender balance and diversity of profiles within the staff composition. Attached at Annex B is a general summary of indicative personnel requirements for the establishment of a MAC.

### **5.5.1. Training**

All personnel require training, whether this is formal training, on the job training, refresher training or continuation training in new equipment, systems or procedures. The training needs of the organization and mine action personnel and specialist teams (Mine Detection Dog (MDD) teams for example) should be considered as part of programme planning. Special efforts shall be made to ensure gender balance and diversity of profiles within the staff composition. IMAS 06.10 provides further guidance on the management of training.

## **6. Regulation, management and coordination of mine action**

### **6.1 Management and coordination**

Generally, the regulation, management and coordination of a mine action programme is carried out at two levels. The National Mine Action Authority (NMAA) is responsible for the broad strategic and policy decisions related to mine action, and a Mine Action Centre (MAC) responsible for the day to day management and in some cases, for the implementation of mine action projects. The two levels of management may be combined into one organisation but it is normal for them to be separate entities.

Ideally, the NMAA and MAC should be established by national legislation, which also regulates mine action activities. The legislation should state which government ministry or department or member of the executive is to oversee or be responsible for the NMAA's activities, and identify the ministries and/or officials who are to be members of the NMAA. Such bodies typically include officials from the government ministries or departments that have responsibility for some aspect of mine action (e.g. Ministries of Defence, Education, Foreign Affairs, Health, Interior and Social Services), and those whose work programmes may be significantly constrained by landmine and other ERW contamination (e.g. Ministries of Agriculture, Transportation, Power). The legislation should also identify which ministry or department is to chair NMAA meetings and which is to act as the secretariat for the NMAA, if a MAC does not perform this function. Effective NMAA may also include representatives of international organisations and other bodies or organisations involved in mine action.

These organisations may have to be established, however in some cases, particularly with a nationally initiated programme, existing organisations may be given the responsibility for mine action. For example, if mine action was carried out by the military then this could be under the management of a civilian authority reportable to the NMAA while working for mine action.

### **6.2 National Mine Action Authority (NMAA)**

As described above, the NMAA is the principle entity responsible for policy making, management, overseeing and co-ordination of mine action in the affected country. However, the day-to-day management and coordination is normally carried out by a MAC, the operational level component of the NMAA. See specific responsibilities of NMAA in clause 11.1 below.

Not all mine action programmes will require a separate national authority to be established. In a nationally established programme the regulation, management and coordination of mine action may be delegated to an existing authority.

When a UN-led mine action programme is established, conditions may not exist for the establishment of a NMAA, however as soon as conditions are present, the UN should encourage and assist the national government in the establishment of a NMAA.

### **6.3. National Mine Action Centre (MAC)**

A MAC is the operational body that executes the policies of the NMAA and manages the day to day mine action activities. A MAC may be established directly by a NMAA or it may be established with the support and assistance of another agency like the UN.

In some situations, particularly during an emergency start-up phase of a mine action programme, a MAC is established by the UN or some other international body and initially assumes the day to day management functions of the NMAA. Once stable conditions are present and a recognised governing authority is in place, emphasis should then be placed on the establishment of both an NMAA and a nationally run MAC.

In some cases, particularly with nationally established mine action programmes, a separate MAC may not be required. The authority charged with the regulation, management and coordination of mine action may already have the organisational structures and regulations in place to carry out these functions.

The MAC may undertake some operations itself but more typically coordinates the interventions of the government ministries, international organisations, NGOs and commercial operators - the implementing agencies. The specific activities required in a particular country will vary depending on the nature of its mine and ERW, including unexploded sub-munitions problem. In some cases, the MAC may have its own operational demining teams. However, this approach may prove to be less successful as the MAC may become too focused on the work of its own teams and not able to effectively undertake its national coordination functions. It may also lead to a conflict of interest, whereby the MAC, as the regulatory body, is both 'referee' and 'player'. See also clause 5.3 above - implementing agencies.

## **7. Organisation of a MAC**

Mine action involves specific activities; MRE, victim assistance, demining, stockpile destruction and advocacy against the use of anti-personnel mines. The functional components of a MAC that are required to manage some or all of these activities are relatively standard and a general organisation of a MAC can be determined to suit all situations. An example of such a general organisation is included at Annex B and C. With this general organisation, if certain mine action activities are not carried out within a programme, the functional component required to manage that activity is removed, but the basic organisation remains intact. The functional components of a MAC are discussed in more detail in Annex D.

## **8. Facility requirements**

Consideration must be given to facility requirements during the planning for the establishment of a mine action programme. Office facilities will be required for a NMAA, the national MAC and any regional mine action offices. Facilities should be selected to take into account the likely future expansion of the mine action programme, gender and diversity and ensure that sufficient space is available for all the functional components of the offices concerned.

Consideration should also be given to facility requirements for accreditation (MDD testing areas) and training (buildings and training areas), which may include specialist training for MDD and mechanical operations.

The requirements for explosive storage (both demolition explosives and where necessary, AXO and safe-to-move UXO) at national and regional level must also be considered. The current security situation may be a factor in the establishment of these facilities.

Facilities may also be required for EOD tasks (disposal areas) and for the test and evaluation (T&E) of equipment.

## **9. Supporting bodies**

There are a number of international agencies that have extensive experience in the provision of humanitarian and development support (including mine action) to mine affected countries. Agencies such as the UNMAS, UNDP, UNICEF, ICRC, the European Commission (EC) and the Organisation of American States (OAS) have all made contributions to a number of national mine action programmes, and can often provide help or advice. Other civilian groups such as the GICHD or mine action NGOs also have the necessary experience to give guidance.

## **10. Use of International Mine Action Standards (IMAS)**

The United Nations Mine Action Service has been mandated to develop standards to guide the planning, implementation and management of mine action programmes. International Mine Action Standards (IMAS) have been produced to improve safety and efficiency in mine action by providing guidance, by establishing principles and, in some cases, by defining international requirements and specifications. IMAS also assist NMAA to establish national standards and national SOPs by establishing a frame of reference, which can be used, or adapted for use, as a national standard.

The current series of IMAS available at [www.mineactionstandards.org](http://www.mineactionstandards.org) provide a valuable reference to governments or organisations seeking to establish a national mine action programme.

## **11. Responsibilities**

### **11.1 National mine action authorities (NMAA)**

The NMAA responsible for the broad strategic and policy decisions related to mine action in the country for:

- a) the design and overseeing the implementation of mine action legislation;
- b) establishing or recommending to government a national policy, strategy, priorities and work plans to reduce the impact of mines and ERW (i.e. a national mine action plan);
- c) reporting on the progress made on mine action to the government, the public, donors, the United Nations and other relevant stakeholders;
- d) overseeing the work of the MAC;
- e) advising the government on mine action matters including on international treaties concerning mine action; on policies to guide government departments and agencies on the steps they should take when their work programmes are affected by landmine and other ERW, including unexploded sub-munitions contamination; and on the requirements and implications for the national government on becoming a signatory to international treaties;
- f) establishing or recommending to government policies to guide international development agencies (bilateral donors, UN agencies, multilateral development banks, NGOs, etc.) on the steps they should take when their work programmes are affected by landmine and other ERW contamination;
- g) ensuring that national standards, regulations, guidelines or procedures, including those on gender and diversity, are laid down that govern mine action activities. These should be based on IMAS and relevant national legislation; and
- h) resource mobilization from national and international sources.

## 11.2 Mine Action Centre (MAC)

As the body overseeing mine action at the operational level, the MAC is responsible to perform the following tasks:

- a) establishing liaison with government authorities (if there are any), humanitarian and development agencies to determine what the immediate and mid-term priorities for mine action are, and preparation of plans to address these priorities;
- b) assumption of the national and/or regional level management of mine action activities to ensure that immediate and mid-term priorities for mine action are met;
- c) establishing a management information system. This may be the Information Management System for Mine Action (IMSMA) or a similar system;
- d) establishing and implementing a process of information gathering and analysis so that a comprehensive assessment of the mine problem and its different impact on men and women and children can be made;
- e) ensuring harmonisation between national humanitarian and development plans and the national mine action plan;
- f) developing National Mine Action Standards (NMAS) and internal systems and procedures for the effective management of mine action activities;
- g) implementing the national mine action plan;
- h) accrediting mine action operators and monitoring mine action activities; and
- i) acting as the secretariat for the NMAA.

## 11.3 United Nations

To ensure the most effective and appropriate response to the landmine hazard, United Nations mine action activities promote national ownership, institution-building and capacity development, and are contingent on adherence to the core requirements of the IMAS.

United Nations Mine Action Service (UNMAS) is a division of DPKO, and is the focal point for mine action in the United Nations system. It seeks to ensure an effective, proactive and coordinated United Nations response to landmine contamination through collaboration with United Nations departments, agencies, funds and programmes.

United Nations Development Programme (UNDP) provides comprehensive support to national mine action programmes in the full range of mine action activities, at the request of mine-affected states. Through its country offices and the Mine Action Team of its headquarters-based Bureau for Crisis Prevention and Recovery, UNDP assists mine-affected countries to establish or strengthen national /local mine action programmes to undertake all elements of mine action.

United Nations Children's Fund (UNICEF) has central to its mandate the protection and promotion of the rights of boys and girls affected by armed conflict. In collaboration with its partners (government, other United Nations agencies and funds, international, regional and non-governmental organisations), UNICEF principally supports the development and implementation of MRE projects and associated humanitarian activities.

United Nations Office for Project Services (UNOPS), working with UNMAS, UNDP and other mine action partners, is a principal service provider in the field of mine action. UNOPS is able to provide services to both mine action programmes managed or supported by the United Nations and is able to provide continuity in implementation during any transition that may take place among United Nations agencies or between the United Nations and national governments.

Office of Disarmament Affairs (ODA) advises and assists the Secretary-General in the discharge of his/her responsibilities and implements the mandates entrusted to him/her in capacity as depositary of the Anti-Personnel Mine Ban Convention and CCW and its protocols.

Office for the Coordination of Humanitarian Affairs' (OCHA) mission is to mobilise and coordinate effective and principled humanitarian action in partnership with national and international actors. OCHA is actively involved and represented in the different coordination mechanisms established by the United Nations mine action team, governments, donors and other partners at the global, regional and national levels.

United Nations High Commissioner for Refugees (UNHCR) has central to its mandate the protection and promotion of the rights of refugees and others of concern to the High Commissioner. In collaboration with its partners, UNHCR recognises and supports in a number of countries, the mine clearance programmes and MRE projects and associated humanitarian activities that are linked to refugee return and reintegration.

World Food Programme (WFP) uses food to meet emergency needs and to support economic and social development. WFP's involvement in mine action relates to its mandate to provide food assistance, and is focused on: supporting mine action in situations where humanitarian food responses are restricted by landmines or ERW; food cannot reach targeted beneficiaries and using food to assist community-based programmes that are directly linked to mine clearance programmes.

World Health Organization (WHO) is responsible for the development of appropriate standards and methodologies, as well as the promotion of health service capacity building for sustainable victim assistance, through the Ministry of Health. It provides public technical health support to the various UN partners involved in mine action, and cooperates closely with UNICEF and the International Committee of the Red Cross.

## Annex A (Normative) References

The following normative documents contain provisions, which, through reference in this text, constitute provisions of this part of the standard. For dated references, subsequent amendments to, or revisions of, any of these publications do not apply. However, parties to agreements based on this part of the standard are encouraged to investigate the possibility of applying the most recent editions of the normative documents indicated below. For undated references, the latest edition of the normative document referred to applies. Members of ISO and IEC maintain registers of currently valid ISO or EN:

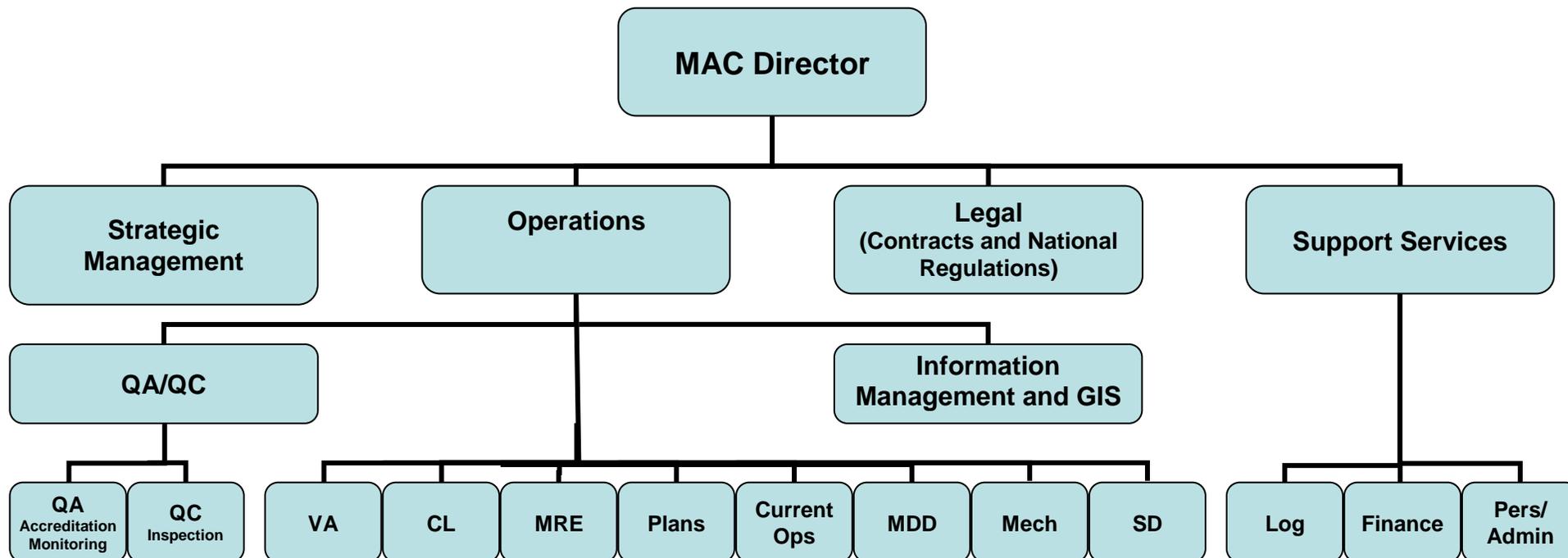
- a) IMAS 03.10 Guide to the procurement of mine action equipment;
- b) IMAS 03.20 The procurement process;
- c) IMAS 03.30 Guide to the research of mine action technology;
- d) IMAS 03.40 Test and evaluation of mine action equipment;
- e) IMAS 04.10 Glossary of mine action terms, definitions and abbreviations;
- f) 05.10 Information Management
- g) IMAS 06.10 Management of training;
- h) IMAS 07.11 Land release
- i) IMAS 07.20 Guide for the drafting of mine action contracts; and
- j) IMAS 08.10 Non-technical survey.

The latest version/edition of these references should be used. GICHD hold copies of all references used in this standard. A register of the latest version/edition of the IMAS standards, guides and references is maintained by GICHD, and can be read on the IMAS website ([www.mineactionstandards.org](http://www.mineactionstandards.org)). NMAA, employers and other interested bodies and organisations should obtain copies before commencing mine action programmes.

Additional useful informative references:

- k) UN handbook for mine action planning;
- l) A guide to mine action and Explosive Remnants of War – GICHD April 2007;
- m) A guide to developing mine action legislation, GICHD, March 2006;
- n) A guide to International Mine Action Standards – GICHD April 2006;
- o) UN Inter Agency Policy – mine action and effective coordination-June 2005; and
- p) UN Gender Guidelines for Mine Action Programmes.

## Annex B (Informative) General organisation of a typical MAC



**Abbreviations:**

QA - Quality Assurance	MDD - Mine Detection Dog
QC - Quality Control	Mech - Mechanical
VA - Victim Assistance	SD - Stockpile Destruction
CL - Community Liaison	Log - Logistics
MRE - Mine Risk Education	Pers/Admin - Personnel/Administration
Plans - Planning	

**Note:**

The MAC may also include a communication centre, which should be the net control station for the national mine action communication network. This will be under the control of Operations in the organisation chart.

**Annex C**  
(Informative)  
**Indicative personnel requirements for the establishment of a  
MAC**

Appointment * <sup>1</sup>	Section	Remarks
MAC Director	Management	The Director should be one of the first appointments established and should have input into the selection of the remainder of the staff for the initial establishment of a MAC.
Chief of Strategic Management	Strategic Management	The Chief of Strategic Management is responsible for assessing needs (e.g. through a Non-Technical Survey or Landmine Impact Survey & consultations with government & development agencies); formulating strategies and plans to implement the strategy; and assessing the results achieved through, for example, post-clearance surveys. The Chief of Strategic Management assists the MAC Director in resource mobilisation and works closely with the Chief of Operations on planning and with government departments, donor agencies, etc. to determine their need for mine action support.
Chief of Operations	Operations	The Chief of Operations coordinates and oversees the work of the operations subsections in the establishment of an information database, the planning and conduct of any general surveys, the management of mine action operations and the development of standards and procedures. The Chief of Operations assists the MAC Director with the programme development work and provides any specialist input into the functions of the MAC in the absence of specialist staff.
QA/QC Officer	Operations	The QA/QC Officer is initially involved with the development of QA/QC procedures for accreditation of mine action organisations, the monitoring and inspection of demining tasks and if necessary, the verification of stockpile destruction tasks. The QA/QC Officer will also be involved in the development of standards and procedures and will be required to carry out QA/QC on current demining tasks.
QA/QC Monitor	Operations	The QA/QC Monitor assists the QA/QC Officer with the development of QA/QC procedures and carries out QA/QC tasks. As the MAC becomes more established further QA/QC Monitors may be required.
Operations Officer	Operations	The Operations Officer carries out the planning and current operations duties (including the general survey), assists with the development of standards and procedures and assists the Chief of Operations and the MAC Director with programme development work. As the MAC becomes more established the planning and current operations duties may be assumed by separate Planning and Current Operations Officers with the incumbent Operations Officer filling one of these appointments.
Operations Assistant	Operations	The Operations Assistant assists the Chief of Operations and the Operations Officer with their duties. As the MAC becomes more established additional Operations Assistants may be required.

CL/MRE Officer	Operations	A combined CL/MRE Officer is responsible for coordinating the CL function into mine action operations to ensure that in the early stages of the mine action programme the needs of affected communities are being addressed. The CL/MRE Officer will also be required to provide MRE input into the planning and conduct of survey to ensure that data for MRE needs assessment is collected. Liaison with organisations already carrying out CL and MRE will also be required to monitor the activities and provide any coordination necessary. As the programme develops the CL and MRE functions may be separated.
Information Management Officer	Operations	The Information Management Officer is responsible for the establishment of the database, liaison with external organisations to obtain or share information to assist in prioritisation of mine action activities, the development or adaptation of reports for use in the programme (with oversight from the Chief of Operations), the inputting of data into the database and with developing systems and procedures for the management of information. The Information Management Officer will also work closely with the Chief of Operations and the Operations Officer in the development of mine action work plans and planning of mine action tasks.
Data Entry Clerk	Operations	The Data Entry Clerks are responsible for assisting with the checking and verifying of data, inputting data into the database and the preparation of reports and maps to support the programme. Depending on the volume of information more than one Data Entry Clerk may be needed.
Support Services Officer	Support Services	The Support Services Officer is responsible for the support service functions (logistics, personnel and administration) in support of the MAC. He/she also oversees the work of the finance subsection; however the overall management of finance is the responsibility of the MAC Director. As the programme develops the finance subsection may separate from support services to a separate section under a Finance Officer.
Support Services Assistant	Support Services	The Support Services Assistant initially assists the Support Services Officer with his/her duties. As the MAC becomes more established additional Support Services Assistants may be required and the functions of logistics and personnel/administration separated into distinct subsections.
Finance Assistant	Support Services	The Finance Assistant is responsible for the day to day management of the finances allocated to the programme with the overall management of finance the responsibility of the MAC Director. As the programme develops or financial management becomes more complex this position may be upgraded to a Finance Officer with additional Finance Assistants needed. The overall management of finance will remain with the MAC Director.

**Note:** The titles of appointments may vary from programme to programme.

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## **Annex D**

### **(Informative)**

## **Functional components of a MAC**

### **D.1. MAC Director**

The MAC Director is responsible for the management of the MAC and the mine action programme, but the responsibilities vary depending on the stage in the establishment of the MAC, and whether or not there is a functioning NMAA in place.

#### **D.1.1. Initial establishment of the MAC**

During the initial establishment of the MAC where it is unlikely that there is a functioning NMAA in place, the Director will primarily be responsible for ensuring that immediate mine action priorities are established, resourced and met. This should include provision for a broad survey (non-technical survey, general survey; Landmine Impact Survey; etc.) of all areas suspected of contamination, if this has not already been done, to help determine the immediate and future needs for mine action.

The responsibilities of the MAC Director would include liaison with existing government, humanitarian and development agencies to establish the immediate and mid-term priorities for mine action; overseeing the management of any mine action activities being carried out in the programme to ensure they are meeting priorities and acceptable standards; ensuring the establishment of a mine action management information system; overseeing the conduct of any assessment or survey activities; identifying development priorities and developing a draft national mine action plan; and overseeing the production of NMAS and internal systems and procedures for the management of mine action. Gender and diversity issues shall be respected at all stages in mine action.

In addition, the MAC Director would be responsible for managing the MAC budget and play a major role in the selection of personnel, procurement of equipment and the selection of facilities for the MAC.

At the strategic level the MAC Director would be responsible for liaison with any established national governing authorities and for liaison and reporting to the UN, donors and other stakeholders.

#### **D1.2. Established MAC**

Once the MAC is established the MAC Director becomes more concerned with the effectiveness of the mine action programme and its impact in terms of improving safety and development opportunities.

The MAC Director's responsibilities include:

- a) resource mobilisation, including mine action resources, and budget management;
- b) liaison with organisations requiring mine action support;
- c) managing the implementation of the national mine action plan (this may include revising the plan as the situation or priorities change and as more information becomes available);
- d) overseeing the development, implementation and management of mine action work plans;
- e) ensuring the technical, quality and safety standards for mine action activities, including Occupational Health and Safety (OH&S);

- f) ensuring that the MAC and the mine action programme remain current with international standards and advances in mine action technology, and that the MAC and the mine action programme actively seek to improve the quality and efficiency of their work (within budget limitations);
- g) ensuring that evaluations of the mine action programme, or components of it, are carried out in accordance with management needs and the requirements of donors and other key stakeholders; and
- h) directing training activities to improve the capacity of mine action staff. The MAC Director will also be responsible for overseeing personnel and equipment management for the MAC.

At the strategic level the MAC Director would continue to be responsible for liaison with national governing authorities and liaison and reporting to the UN, donors and other stakeholders. The MAC Director may also be directly involved in the capacity building of the NMAA, if one is established.

### **D.1.3. Established NMAA in place**

If an established and functional NMAA is in place some of the responsibilities of the MAC Director would change as national level responsibilities are assumed by the NMAA. For example:

- a) decisions on revisions to the national mine action plan would be made by the NMAA. The MAC Director would still be required to provide technical advice to the NMAA on the formulation of policy and strategies and be responsible for implementing any changes;
- b) the NMAA may assume responsibility for setting the programme budget and budget monitoring although specific financing arrangements will determine this; and
- c) the NMAA would assume the responsibility for the approval of mine action organisations to work in the programme. The MAC Director would still be required to advise on this.

Additional responsibilities that the MAC Director would assume include:

- d) keeping the NMAA informed on activities within the programme;
- e) coordinating meetings of the NMAA as required. The MAC Director should also attend the regular meetings of the NMAA; and
- f) preparation of external reports on behalf of the NMAA to donors, the UN and other stakeholders.

The remainder of the responsibilities of the MAC Director as outlined in clause E.1.2 above will still apply.

### **D.2. Strategic Management Section**

Depending on the extent of contamination, the MAC may have a section to assist the MAC Director in:

- a) determining and maintaining a complete and accurate assessment of the current, emerging, and future needs for mine action services based, for example, on broad surveys (non-technical and technical surveys), victim surveillance systems, and regular consultations with government and international agencies concerning their work programmes and requirements for mine action support;

- b) formulating a national mine action strategy and multi-year plan embracing the work of the mine action programme itself, but also how mine action aligns with broader development priorities by supporting the delivery of other public services and the implementation of development investment projects (education, health, roads, power, rural development, etc.).
- c) assessing the results achieved by the mine action programme, including socio-economic benefits, based on, for example, post-clearance land use surveys, cost-benefit studies, and periodic consultations with government and international agencies whose work programmes are supported by mine action.

### **D.3. Legal section**

Depending on the requirements of the mine action programme the MAC may have a legal section or legal services may be sought externally. If established, the legal section would be responsible for such things as:

- a) mine action tendering and contracting;
- b) interpretation of international and national regulations and standards; and
- c) ensuring that documents produced by the MAC, such as NMAS are properly worded to ensure the required level of compliance.

A legal section may also be required to provide advice to the MAC in situations where external agencies have grievances against the MAC as a result of mine action activities. This may include situations where personnel are harmed or property or infrastructure is damaged through the alleged acts, omissions or negligence of mine action organisations or the MAC.

### **D.4. Operations section**

The operations section is responsible for managing all mine action operations carried out within the mine action programme. The responsibilities of the operations section may include:

- a) liaison with organisations that require mine action support, at the operational level, particularly humanitarian and development organisations;
- b) providing technical advice to the MAC Director and keeping him/her informed about operations;
- c) assisting with the development and management of the national mine action plan;
- d) assisting with the selection of mine action organisations to work in the programme;
- e) overseeing the accreditation of mine action organisations;
- f) overseeing the information management and GIS functions of the MAC;
- g) development and management of NMAS, internal systems and procedures for the management of mine action activities and other national technical publications;
- h) mine action task planning and management. This includes preparation of mine action work plans, specific task planning, task allocation, monitoring progress with the work plan and individual tasks, managing handovers between mine action organisations, coordination of specialist support, managing changes, task handover (area clearance tasks), managing emergency response to mine action incidents and managing routine reporting;

- i) overseeing the monitoring and inspecting of mine action activities to ensure that the required technical, quality and Safety and Occupational Health (S&OH) standards are being applied;
- j) coordinating the work of the operations subsections as required;
- k) coordinating or managing the Test and Evaluation (T&E) of new equipment or procedures. T&E may be carried out by mine action organisations or by the MAC itself;
- l) coordinating training as required to improve the capacity of mine action staff. This may include induction training for new staff, routine refresher training or introductory training when new procedures or equipment are introduced into the programme;
- m) overseeing the collation of information and production of routine reports;
- n) coordinating and facilitating routine meetings both internally within the MAC and externally amongst the mine action organisations and other stakeholders;
- o) conducting routine briefings for the media, visitors and other stakeholders;
- p) conduct of incident investigations, including ensuring that any corrective or remedial action required as a result of incident investigations is carried out; and
- q) managing the communications centre of the MAC, which should be the net control station for the national mine action communication network.

The operations section includes a number of subsections each established to manage certain mine action operations or to carry out liaison, Quality Management (QM) or information management functions. The establishment of some of these subsections (victim assistance, Mine Detection Dogs (MDD), mechanical and stockpile destruction) will depend on whether the mine action programme carries out these activities

Where specialist subsections like victim assistance, MRE, MDD, mechanical and stockpile destruction are established as part of the MAC, these sub sections will have certain responsibilities in relation to their specialities. These include:

- r) fulfilling the responsibilities of the MAC, relevant to their speciality that are included in NMAS;
- s) input to or participation in training; equipment T&E; accreditation; task allocation; monitoring; inspection, evaluation or verification; equipment management; and incident investigation;
- t) providing specialist advice to the MAC Director, Chief of Operations, mine action organisations, other organisations involved in mine action and organisations receiving mine action support;
- u) coordination of mine action programme activities in relation to their specialties; and
- v) contributing to the development of the national mine action plan, NMAS, internal procedures and any other technical publications produced by the MAC.

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#### **D.4.1. QA/QC subsection**

The QA/QC subsection of the MAC should be established under the operations section to coordinate and manage the QA/QC functions of the mine action programme, and mine action projects within the programme. The QA/QC functions are accreditation, including any T&E required, and monitoring (QA); and demining post clearance inspections, stockpile destruction verification and MRE evaluation (QC).

Note: Specialist subsections also assist with QA/QC in relation to their specialty.

The QA/QC functions may be carried out by specific organisations accredited for the function being carried out, or by elements within the MAC itself. This will depend on the size of the programme and the resources available. If a separate organisation is used, ideally this organisation should carry out all external QA/QC functions.

The QA/QC subsection may also be responsible for the production and management of NMAS under the direction of the operations section, and for carrying out incident investigations.

#### **D.4.2. Information management and GIS subsection**

The information management and GIS subsection is responsible for managing the computer based information management system and GIS (IMSMA or similar) and for receiving all reports relevant to mine and entering the information into the database. During the data entry process the subsection is responsible for the collation, evaluation, verification and where necessary, dissemination of information.

The information management and GIS subsection is also responsible for:

- a) liaison with external organisations to obtain and share information to assist with the prioritisation of mine action and other humanitarian or development activities;
- b) integration of mine action information with other information affecting mine action activities to ensure that effective prioritisation is carried out and sufficient information is available for planning;
- c) provision of reports, maps and other relevant information to assist with task prioritisation;
- d) planning; and assisting with the preparation and management of work plans and individual task plans;
- e) summarising and collation of routine information into consolidated routine reports for the programme; and
- f) ensuring data is available, and kept, in a sex-and age disaggregated manner.

Close coordination between the information management subsection and the planning and current operations subsections in the management of information, and the planning and management of mine action operations is essential.

#### **D.4.3. Victim assistance**

Depending on the requirements within the mine action programme a subsection may be established under the operations section of the MAC to monitor and coordinate the activities of mine action victim assistance organisations. Normally however, victim assistance is more likely to be managed by an external organisation with the scope of victim assistance covering victims of other incidents as well as mine accidents.

#### **D.4.4. Community liaison**

Community liaison has been separated from MRE because liaison is a separate function to education although the same organisations may carry out both functions. A specific subsection may be established in the MAC to manage or to carry out the liaison functions in relation to mine action operations, although in some cases mine action organisations may carry out their own liaison functions.

The responsibility of the community liaison subsection would be to carry out liaison with mine affected communities before, during and after mine action operations. This may include community liaison in the following situations:

- a) during any survey activities being carried out as part of the GMAA process;
- b) liaison prior to the conduct of mine action operations so that men, women and children needs are included in the prioritisation and planning for mine action;
- c) as part of demining worksite preparation so that affected communities are aware of the scope of impending demining operations, any dangers associated with the work, warning systems to be applied, any disruptions to normal activities and on-going liaison activities to be carried out;
- d) routine liaison whilst mine action operations are on-going to update communities on progress, to resolve problems and to provide a forum for discussion with the;
- e) on-occurrence liaison when mines or ERW, including unexploded sub-munitions are located by members of the public;
- f) liaison as part of task handover;
- g) liaison as part of any post clearance review; and
- h) any other routine liaison to meet the needs of the mine affected communities and the MAC.

Depending on the requirements of the MAC the community liaison function may be included as part of the MRE subsection, however the functions to be carried out (as indicated above) should remain the same.

#### **D.4.5. Mine Risk Education (MRE)**

A MRE subsection should be established under the control of the operations section to manage and coordinate the activities of MRE organisations working in the programme. MRE and demining activities should be closely linked to ensure that information from these activities is available for prioritisation and planning of future tasks.

#### **D.4.6. Planning and current operations**

These two subsections are responsible for the planning, coordination and management of all demining (and if necessary stockpile destruction) operations, under the control of the operations section and in coordination with the specialist subsections of the MAC. The functions are divided between planning for future operations and current operations, but are very closely linked and dependent on the resources of the MAC may be carried out by one entity.

Typical responsibilities are:

- a) planning. Preparation of mine action work plans, specific task planning, demining task allocation, coordination of specialist support to tasks and monitoring progress with work plans. The planning subsection may also control the technical survey component of the programme; and
- b) current operations. Overseeing current demining operations, managing handovers between mine action organisations, on-going coordination of specialist support, monitoring task progress, managing changes to tasks, task handover (for area clearance tasks), managing emergency response tasks and managing routine task reporting.

These responsibilities are carried out under the direction of the operations section and in close coordination with the information management and the community liaison subsections.

#### **D.4.7. Mine Detection Dogs (MDD), mechanical and stockpile destruction**

Depending on the requirements within the mine action programme, MDD, mechanical and stockpile destruction specialist subsections may be established under the operations section to manage and coordinate these activities within a programme.

#### **D.4.8. Communications centre**

A communications centre may be established in the MAC as the net control station for the national mine action communication network. The national network should include links to any regional HQ established by the MAC and to the HQ of all mine action organisations. The national network may also cover internal communications for the MAC and any organisations working directly to the MAC, for example a QA/QC organisation. A variety of communication media may be involved.

#### **D.5. Support services**

Support services section encompasses the logistics, personnel and administrative functions. Depending on the size of the MAC and its support requirements, there may be separate subsections controlling the different functions, or one section may cover them all. The support service sections may also control a finance subsection, which carries out any necessary management of finances for the programme.

##### **D.5.1. Logistics subsection**

This subsection is responsible for the procurement, storage, accounting and maintenance of equipment and material to support the MAC operations, including vehicles, computer and technical equipment. This subsection should also be responsible for the control and maintenance of facilities controlled or used by the MAC, which could include office facilities (national and regional), training facilities, explosive storage facilities, EO disposal areas and testing areas.

If the MAC directly controls its own mine action operations then the logistics subsection would be responsible for the procurement of mine action equipment for these operations. This may include the development of specific procedures for the procurement of mine action equipment, in accordance with the 03.10 – 03.40 series of IMAS.

##### **D.5.2. Personnel/Administration**

This subsection is responsible for the day to day management of personnel and administration to support the MAC. This includes such things as recruiting, personal contracts, administering salaries and allowances, leave, travel, welfare, health, document reproduction services and filing. If no overriding personnel administration procedures are used then this subsection may be required to develop procedures for personnel management and administration.

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Note: Note: Recruitment should be undertaken in an inclusive and gender sensitive manner, and sound human resource policies should be in place which promotes maternity as well as paternity leave, encourages diversity amongst staff and has a transparent system for salaries and promotion, among other issues.

### **D.5.3. Finance**

This subsection is responsible for the day to day management of the finances allocated to the mine action programme with the overall management of the programme budget being the responsibility of the MAC Director. The finance subsection is responsible for such things as routine payments, (salaries, rents, utilities etc.), financial accounting, routine financial reporting and budgeting. If no overriding financial procedures are used, (for example UN or national financial procedures), then this subsection may be required to develop procedures for the management of finances.

### **D.5.4. Other support functions**

The support services section may also control any drivers or translators who support the MAC, although translators may also be controlled by the programme support section.

