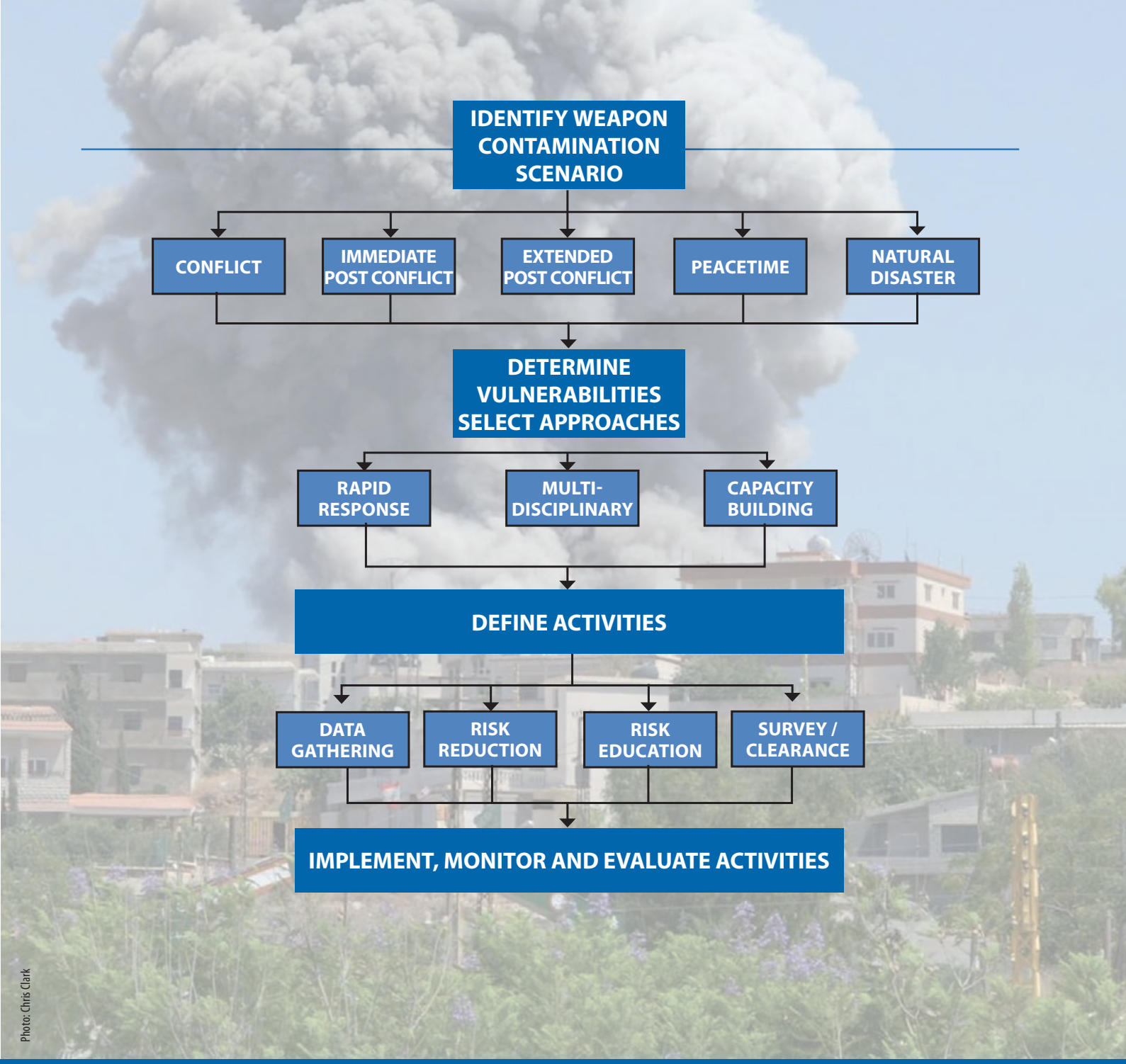


Photo: Chris Clark

BOOK II: PLANNING, IMPLEMENTING AND MONITORING ACTIVITIES

This book provides an overview of the ICRC's role in different weapon contamination contexts, and guidance on how to assess the needs and develop appropriate strategies and objectives

ICRC

Preface

This manual has been written to act as the ICRC's institutional reference and to provide guidance for those working in weapon-contaminated areas. This includes to a greater or lesser extent any situation where the persisting presence of contamination continues to impact people physically, socially or economically.

The manual consists of three books and is based on the "Preventive Mine Action Operations Framework", approved by the ICRC in 2005. It outlines a broad and flexible approach which includes rapid response, multisectoral approach (the application of assistance and protection to reduce impact) and cooperation/capacity building.

This manual was primarily written by Ben Lark and Lena Eskeland with important contributions from many people working both at headquarters and in the field, in particular Boris Cerina, Robin Coupland, Herbi Elmazi, Patrick Fruchet, Ute Hofmeister, Srdjan Jovanovic, Matthieu Laruelle, Kathleen Lawand, Lou Maresca, Morris Tidball-Binz and Andy Wheatley. External contributions were made by Stuart Maslen of the Geneva International Centre for Humanitarian Demining, and photographs were provided by Chris Clark, the Danish Demining Group, Tim Lardner, Ben Lark, Matthieu Laruelle, Chris North and Andy Wheatley.

International Committee of the Red Cross
Mine Action Sector
19 Avenue de la Paix
1202 Geneva, Switzerland
T + 41 22 734 60 01 **F** + 41 22 733 20 57
E-mail: icrc.gva@icrc.org
www.icrc.org

CONTENTS – BOOK II

APPROACHES AND ACTIVITIES 1

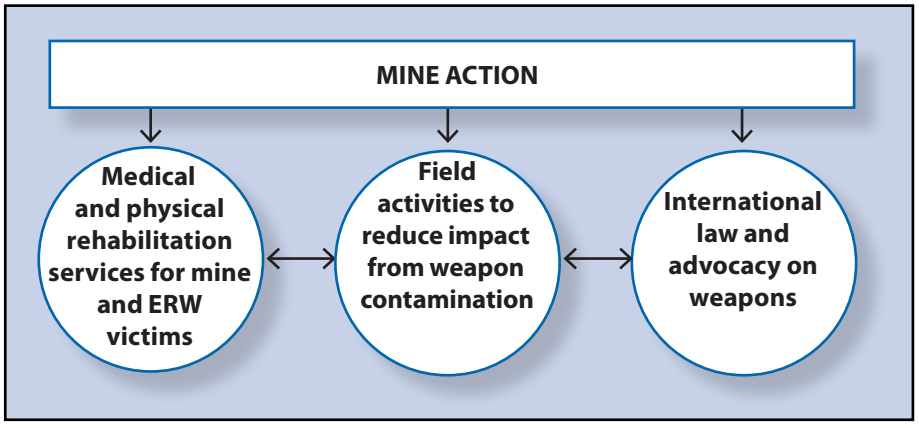
The primary rationale for ICRC involvement in mine action is its mandate to protect and assist the victims of armed conflict and other situations of violence. Those at greatest risk are the poorest and most vulnerable members of society, such as subsistence farmers, refugees, children herding animals, nomads and those living on the economic fringes of society. Often, poverty forces people to enter areas known to be dangerous to find food and water, to cut wood and graze animals; these people rely on their physical fitness for survival, and can least afford the care necessary to treat landmine injuries or to lose their ability to work.

1.1 The ICRC's approach to reducing impact

In 2005 the ICRC approved a framework to guide the work carried out in the field, to prevent injuries and reduce the socio-economic impact of mines and other explosive remnants of war (ERW). The framework, entitled "Preventive Mine Action Operations" outlines an approach which capitalizes on ICRC core capacities and integrates knowledge transversally, including water and habitat, economic security, cooperation, communication and protection activities.

The ICRC has a comprehensive approach to dealing with the problem of mines and other ERW. It makes little sense to implement prosthetic/orthotic and surgical activities to treat the survivors of incidents if there are no corresponding activities to prevent casualties in the first place. Field activities aimed at reducing the impact of weapon contamination on people are linked transversally to medical and physical rehabilitation services and to international legal/advocacy on mines and other ERW.

The three fields of mine action activity



1.2 The five guiding principles

Multidisciplinary approach

The strength of the ICRC's preventive mine action operations lies in the broad range of skills and capacities that can be drawn on to reduce the impact of mines and ERW. A "transversal" or cross-cutting approach to planning and implementing operations is therefore essential.

Flexibility

The ICRC's framework insists on the need for a flexible and solution-oriented approach, integrating components drawn from the range of mine action activities, comprising data gathering, mine risk reduction, survey/clearance and mine risk education.

An appropriate, adapted approach

ICRC operations must be appropriate to the situation. Operations must be reviewed and adapted as the scenario changes, either changing into another form or ending.

Complementarity with other actors

Internationally, the mine action sector is now relatively well coordinated. Emergency response, although slow, is generally effective, and national capacity-building is integrated into long-term mine action plans, within which the role and sustainability of national organizations can be developed. It is essential for the ICRC to ensure complementarity with the plans and activities of other actors.

Adherence to international standards and tools

As far as possible, while maintaining independence, operations must seek to comply with the International Mine Action Standards (IMAS) and use internationally accepted management tools such as the Information Management System for Mine Action (IMSMA).

1.3
The three approaches

There are three broad approaches that may be adopted to deal with mine/ERW impact:
> rapid response;
> multidisciplinary approach;
> cooperation and capacity building.

These approaches may be implemented separately or in parallel, depending on the scenario (*see 2.1*). Each has its own characteristics in terms of level of typical time-span, objectives, interlocutors and responsible area within an ICRC delegation.

Rapid response

Rapid response is the deployment for a short period of time (up to 3 months), of a specialized team to work within a delegation to directly implement activities to reduce the impact of weapon contamination. Specifically:
> to provide safe access to contaminated areas or infrastructure such as water supply systems, warehouses, offices, hospitals, etc;
> to provide staff with safety training related to weapon contamination and expert advice to the management team;
> to protect the civilian population from the effects of weapon contamination;
> to gather information and analyse weapon use and its impact on the civilian population.

The rapid response capacity is most likely to be deployed either during conflict, natural disasters in contaminated areas and immediate post-conflict situations.

The size and composition of the capacity will depend on the role or roles it will be expected to play and the scale of the problem. The possible technical capacities include survey and clearance, emergency awareness, data gathering and analysis and aspects of conduct of hostilities assessment. The capacity is under the operational control of the Directorate of Operations and works within the ICRC Rapid Deployment Framework.

Multidisciplinary approach

Whenever the ICRC works in a weapon-contaminated environment, reducing the impact of the contamination on people's lives is an important consideration for health, water, shelter, food and economic security. It should always be borne in mind when assessing their vulnerability and implementing activities to help them. This multidisciplinary approach can be regarded as the core of the ICRC's approach to reducing the impact of contamination. It is related to protection and assistance and is not a specialized mine action activity. Often contamination is a contributing factor to malnutrition and the disruption of access to water and fuel. Much can therefore be done through assistance and protection to reduce that impact.

This core approach can be implemented alongside a rapid response approach or cooperation and capacity building.

Cooperation and capacity building

The ICRC is the lead organization for mine action in the Movement. In situations where there is an established or evolving national mine action authority and a national strategic plan for mine action, the National Society potentially has a key long-term role to play. To ensure sustainability, this role will normally be incident surveillance, feeding up-to-date information on which to base prioritization of clearance and risk education at grassroots level.

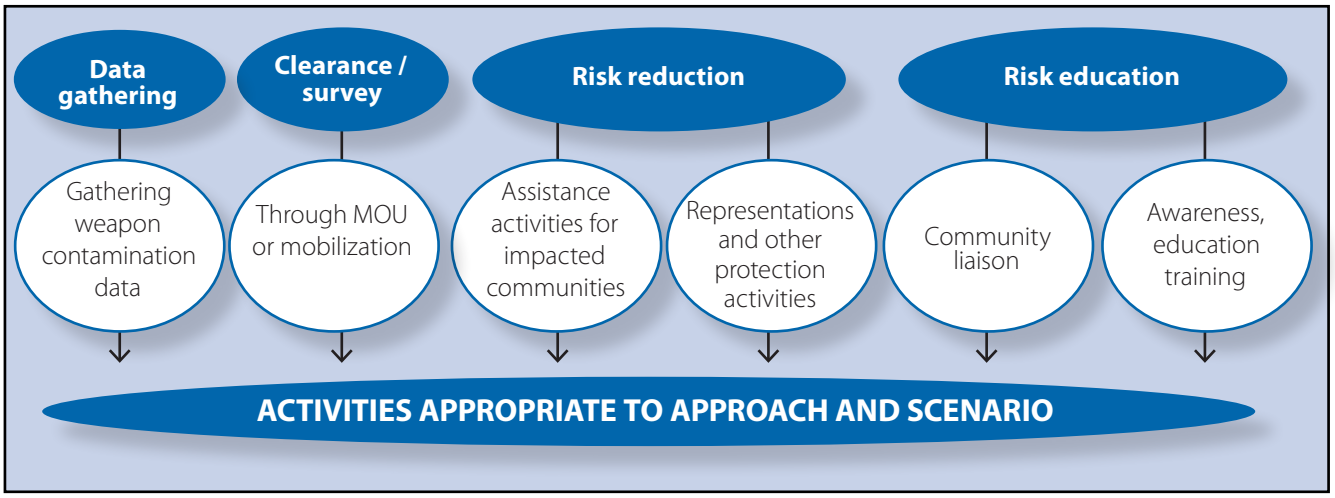
The role of the ICRC in these situations is to:

> support the National Society in the process of defining and agreeing its long-term role, together with national authorities, donors and the United Nations where applicable;
> ensure that the National Society receives the required technical support and capacity building to ensure it can meet national mine action standards and play its agreed role.

The capacity of the national authorities may also be weak and the ICRC may be in the best position to build up certain elements of national capacity in parallel, particularly in areas that may affect the role of the National Society. For instance, there is no point in developing the National Society's incident surveillance capacity if national authorities are unable to analyse and use the data.

1.4
The range of activities

As mentioned above, addressing the impact of mines and other ERW on affected populations requires a transversal approach which incorporates a range of activities which can be applied directly to reduce mine and ERW impact. To act as a guide for operational planning they are grouped into the four possible components comprising four complementary areas of activity: data gathering, risk reduction, survey and clearance and risk education.



Data gathering

The gathering and analysis of mine and other ERW incident data is the foundation of all mine action activities. The ICRC's involvement comprises three types of activity.

> Incident data gathering as a mine action activity consists in the ongoing collection of comprehensive incident data from multiple sources to enable and inform mine action planning.

> Data gathering as part of other activities: staff working in the field on protection, dissemination, assistance or other activities may be asked to carry with them a data collection form and to use it to report any contamination impact they come across during their work.

> Sharing non-sensitive patient data with mine action coordination bodies: the ICRC should consider sharing victim data from health and physical rehabilitation centres. Although this may not be seen as strictly speaking part of a mine action approach, the ICRC can make an essential contribution to the impact of mine action by making victim data available from health programme records.

See also Book III, chapter 1.

Risk reduction

Risk reduction encompasses any practical measures that can be taken to reduce the impact of weapon contamination in areas where clearance is not possible for the foreseeable future. Owing to resource constraints, clearance capacity is generally limited in mine-affected countries. Depending on the scale of the problem, resources and task prioritization, it can take years to clear an area of contamination. In the meantime it is often possible to provide an alternative to risk-taking behaviour, practised by communities when they have no choice but to enter dangerous areas for water, fuel, grazing, agriculture or simply to get from one place to another. Risk reduction comprises assistance activities, representations and other protection activities.

Representations and other protection activities

The International Red Cross and Red Crescent Movement's Strategy on Landmines outlines the importance of incorporating the mines issue in the ICRC's overall representations with regard to protection. This includes promoting compliance with international norms regarding mines and other ERW, including the Ottawa Convention and the Convention on Certain Conventional Weapons (CCW), at field level with the support of the legal division (DC/JUR), in particular its operational, arms and advisory services. The "protection" section of the Strategy lists specific objectives and implementation activities in this regard.

Protection section of the Movement Strategy on Landmines and ERW

Objectives

The objectives are:

> to systematically incorporate the mines/ERW issue and its consequences in the ICRC's overall representations with regard to protection so as to further ICRC field activities;
> to establish for each context how serious the mines problem is, its connections, if any, with other violations, for example forced displacement or planned starvation, and to draw up a protection strategy;
> to give those involved or the parties to the conflict a greater sense of responsibility and to make them aware of protection issues and the humanitarian consequences of the use of mines;
> to recommend that the necessary measures be taken.

Implementation

In countries in which the ICRC is present, it will:

> remind the authorities of the rules of customary law and of humanitarian law on the use of mines, and in countries that have ratified the Ottawa Convention, CCW Amended Protocol II and/or CCW Protocol V, it will recall the obligations arising therefrom;
> make overall representations to the parties to the conflict with regard to the anti-personnel mine ban, and the consequences on the civilian population of the use of mines and of explosive munitions likely to become ERW;
> collect and process reliable information – from the population, mine action centres, local NGO networks and others – on each mine/ERW incident affecting the civilian population;
> submit documented confidential files to the parties to the conflict on individual mine/ERW incidents affecting the civilian population;
> write confidential summary reports for the authorities on identified issues (use of mines/ERW against the population, relationship with other violations, etc.).

Assistance activities

Assistance activities can contribute to limiting the dangers the population is exposed to.

> Water and habitat:
  – alternative water sources where water sources are blocked by weapon contamination;
  – alternative shelter where returnees are forced to return to a contaminated village;
  – alternative school sites where the original school site is contaminated;
  – construction of safe play areas for children living in contaminated areas;
  – alternative fuel sources where local sources of fuel are weapon-contaminated.

> Economic security:
  – short-term livestock programmes where herds have been decimated, in conjunction with the location of safe grazing areas and prioritization of clearance through the Mine Action Coordination Centre (MACC) or National Mine Action Authority;
  – solutions to forced risk taking at household or community levels; for instance projects minimizing the need to collect ERW as scrap metal, or the production of nets to discourage the extraction of explosives for fishing, when nets are either too expensive or unavailable – such interventions should only be undertaken after an economic security assessment has been made and along agreed upon criteria for the selection of beneficiaries.

> Health:
  – alternative clinic sites where existing health facilities are located in mined areas or can only be reached by moving through contaminated areas.

Survey and clearance

ICRC delegations may access survey and clearance capacity or support in the following situations:

> immediate post conflict, to ensure the safety of staff, access for relief and protection activities or to save lives;
> any other scenario where field activities are being implemented in a contaminated area;
> where the ICRC has sole access to an area in which contamination has a significant impact on the population, is blocking ICRC field activities and posing a threat to the safety of staff.

Clearance support is available from two sources

> Through the mine action rapid response capacity: the ICRC has entered into a global memorandum of understanding with Swedish Rescue Services Agency (SRSA). When requested, SRSA will provide small survey and clearance teams to work as an integral part of a delegation under the direct management of an ICRC mine action delegate. Depending on the task, individuals may be deployed either to conduct small tasks or purely to carry out technical surveys. The capacity can be mobilized through the mine action sector, with the authorization of the director of operations.

> From a national mine action authority, mine action coordination centre or clearance organization working locally: mine action structures may be approached for clearance support on condition that the clearance capacity is accredited under international or national mine action standards (I/NMAS). Whether or not support will be available to the delegation depends on the availability of spare clearance capacity and funding and the will to provide support to the ICRC outside their normal prioritization processes.

Risk education

Risk education comprises four elements: community liaison, public awareness, education and training.

Community liaison

Community liaison is an approach that places communities at the centre of the planning process. It is based on the exchange of information between the community and the mine action organization. The aim is to establish priorities for action and to identify effective solutions to adopt within communities to reduce the impact of the contamination. These may include an alternate water source, a safe play area, targeted awareness or a combination of solutions. Community liaison also seeks to act as the link between communities and clearance teams, ensuring the community understands, agrees with and trusts the scope and quality of the clearance.

Public awareness

Public awareness is the application of communication techniques to sensitize vulnerable elements of the population to the threat posed by contamination. Public awareness is most effective in the early stages of an emergency, when returning refugees or internally displaced persons may have little or no knowledge of the threat posed by contamination. Apart from this mass public awareness approach, targeted awareness can be implemented once vulnerable groups have been identified, and in conjunction with risk reduction, marking and survey. Targeted awareness activities that seek to change behaviour should be tailored to vulnerable groups, which have been identified through the analysis of incident data. Activities should be community based and work through existing social and administrative structures.

Education

The education of military forces and other arms carriers as part of relations with armed and security forces (FAS activities), aims to sensitize them to the effects of certain weapons on civilians and make them aware of legal norms such as the Ottawa Convention and the CCW, and to draw the consequences with respect to doctrine, education and training. The extent to which this can be achieved will depend on the local situation. For young people, education may also entail the integration of awareness into school curricula as a part of public awareness campaigns, or Exploring Humanitarian Law (EHL) programmes.

Training

This principally consists of safety training for ICRC and Movement staff working in contaminated areas.

1.5 ICRC set-up and resources

As weapon contamination is regarded as a transversal issue, the number of mine action specialists has been kept to a minimum. The ICRC's Mine Action Sector in Geneva and the Regional Mine Action Advisers constitute the core professional competence of the organization. In delegations, the multidisciplinary nature of mine action means that the deputy head of delegation is often the most appropriate mine action manager. The following charts give an overview of the range of mine action specialist staffing and training resources that may be used by delegations working in different situations.

MINE ACTION SPECIALISTS		
STAFF	LOCATION	ROLE
Mine action head of sector	At headquarters	Policy development, external relations and representation, coordination with desks and units at headquarters.
Regional advisers	Regionally based	Technical support to delegations. Maintenance of regional networks and contacts. Emergency response. *(See Book III for terms of reference)*
Mine action delegates	In delegations when required	Developing and managing new or particularly complex mine action activities in the country. Training and developing mine action delegation employees.
Mine action delegation employees	In delegations	Developing and managing mine action activities in the country once the expatriate has withdrawn. Developing and managing small-scale programmes mentored by the regional adviser.
Emergency response capacity	At headquarters	Emergency roster of trained mine action staff that can be deployed individually or constituted into teams as required, including for survey and clearance.
Mine/ERW survey/clearance teams	At headquarters: memorandum of understanding with clearance organization	Mine clearance/survey teams on standby to deploy in support of ICRC activities when required, under the management of an ICRC mine action delegate.

TRAINING RESOURCES		
TITLE	TARGET GROUP	DETAILS
Professional training course	Multidisciplinary: headquarters/field managers and coordinators	Held twice a year at the International Mine Action Training Centre in Nairobi.
Rapid response training	Emergency roster members Assistance staff Protection staff PNS staff	Held once a year in Sweden alongside the UN and with the participation of the Swedish Rescue Services Agency (SRSA) and Participating National Societies (PNS).
Delegation and regional mine action training	All ICRC and Movement staff as required	Held as required by regional mine action advisers.
External training courses	Mine action specialists	Held by the UN and academic institutions.

WEAPON CONTAMINATION SCENARIOS 2

2.1 Introduction

To ensure a common approach to the analysis of situations where weapon contamination is present five generic scenarios have been developed. They are intended for guidance and give an indication of the possible role of the ICRC in different scenarios.

> **Armed conflict and other situations of violence**

> **Immediate post armed conflict and other situations of violence**

> **Extended post armed conflict and other situations of violence**

> **Normal peacetime activities**

> **Natural disasters in contaminated areas**

Scenarios/approach matrix

This matrix cross references the five generic scenarios with the three possible approaches. The matrix is intended to give initial guidance on the most suitable approach or approaches that should be considered when decided whether to take action and if so, what action to take.

SCENARIO / APPROACH	RAPID RESPONSE	CAPACITY BUILDING	MULTIDISCIPLINARY
CONFLICT	Possible	Possible	Recommended
IMMEDIATE POST CONFLICT	Highly recommended		Recommended
EXTENDED POST CONFLICT		Highly recommended	Recommended
PEACETIME		Possible	
NATURAL DISASTER	Recommended	Possible	Highly recommended

Correlation between the five weapon contamination scenarios and the levels of crisis

Doctrine 49 outlines four levels of crisis that define how the ICRC should act when implementing assistance activities. This matrix applies those levels of crisis to the mine action scenarios and clearly shows that as with Doctrine 49, in each scenario, there may be different levels of crisis by location or over time.

The scenarios illustrate the generic situations in which mine action is likely to be required. These are broad and complex situations, within which more than one level of crisis may be applicable. As a guide to this, the chart below has been developed to give an indication of the likely levels of crisis that may be found in each scenario.

WEAPON CONTAMINATION SCENARIO	PRE CRISIS	ACUTE CRISIS	CHRONIC CRISIS	POST CRISIS
Conflict and other situation of violence	■	■	■	
Immediate post conflict or other situation of violence		■	■	
Extended post conflict or other situation of violence			■	■
Peacetime	■			■
Natural disaster		■	■	

KEY
Pre crisis: essential needs are still covered but at risk of no longer being addressed.
Acute crisis: some essential needs are no longer covered.
Chronic crisis: essential needs are insufficiently covered, and acute crisis could resume.
Post crisis: essential needs are covered by structures whose sustainability remains fragile.

2.2 Armed conflict and other situations of violence

Even though the existence of an armed conflict may not be legally recognized, riots, isolated and sporadic acts of violence may result in the use of ordnance, improvised explosive devices and booby-traps.

ARMED CONFLICT AND OTHER SITUATIONS OF VIOLENCE	
Criteria for starting activities	> Explosive remnants of war (ERW) and/or mines are posing a threat to ICRC operations and staff are at risk. > ERW and/or mines are killing/injuring civilians. The ICRC and/or National Society have access to the victims. > The problem is not covered effectively by other actors. > The problem is only partially covered by other actors. > The National Society has a key role to play and requires support.
Aims	> Minimize the impact of mines and ERW on civilians. > Strengthen International Red Cross and Red Crescent Movement staff security. > Support access for field activities. > Lay the foundations for an immediate post-conflict response.
Likely activities	
Data gathering	> During a conflict, gathering such data can be sensitive but should be included whenever possible as an element of protection and assistance assessments/visits. Data is essential for effective planning.
Risk education	> Implement a mass awareness campaign in affected areas and among IDPs and refugees likely to return to the contaminated area. > Integrate mine/ERW related concerns into FAS activities and other structural support to the authorities. > Include warning and safety messages on food and non-food items: for instance on water bottles, food packaging.
Risk reduction	> May be necessary for resident population. > May be necessary for IDPs . > Analyse the conduct of hostilities and gather data on weapon use and victims. > Issue a *Rappel de Droit* i.e. a formal reminder of the rules of IHL. > Encourage unilateral declarations by armed groups renouncing use of mines or other specific weapons. > Make representations to highlight humanitarian consequences or illegal use of mines or other weapons and issue appropriate recommendations.
Survey and clearance	> Where parts of an area are accessible and it is agreed by all parties that clearance should begin, clearance capacity may be deployed.
Cooperation	Where possible: > cooperate with the National Society as a vector for awareness; > cooperate with the National Society to gather data on incidents and victims; > in a long-running situation, develop the National Society's capacity to implement mine action.
Security issues	> Newly laid mines, especially on routes used by military convoys. > Entering areas heavily contaminated by ERW, particularly cluster munitions; this includes the possibility of vehicles driving over unexploded ordnance.
Human resources	> Rapid response mine action team for situations of emergency. > For long-running situations, and depending on the scale of activities, a mine action delegate may be deployed. Capacity building of the National Society would come under Cooperation, risk reduction under Assistance or Protection, awareness under Communication, all with the support of the mine action delegate. Overall responsibility should come under the deputy or head of delegation.
Criteria for exit or transition	> Armed conflict finishes and the immediate post-conflict response is well covered by others. > If the immediate post-conflict period is not effectively covered by other actors, transition to "immediate post conflict". > If there is a likelihood of a long-term mine/ERW problem, transition to National Society capacity building should be considered.

Issues to consider

There may be a multitude of actors involved, such as the army, police or government militia, confronting one or more armed groups. As a result, the delegation may witness the use of factory-produced or home-made mines. Roadside bombs or other improvised explosive devices may also be used, some of which will be command-detonated but others may be victim-activated, adding to the dangers for the population at large and for Movement staff.

Lack of ICRC staff presence may be an issue resulting in limited data, making it harder to assess the degree and nature of contamination impact. The National Society may be operating in all or part of the country, but the perception of its neutrality may be under threat.

The National Society will be a key player, although it may have difficulties accessing all parties in a situation of internal violence. It will therefore probably be necessary, in addition to working through the National Society, for the ICRC to implement activities directly.

A national mine action centre is not likely to have been set up, much less an interministerial national mine action authority – *see Book I, chapter 5*. The risk arising from this situation is a lack of coordination between any actors who do engage in mine action activities. The level to which the delegation coordinates with a NMAA or UN MACC will depend on the context.

It may be that the ICRC is the only actor – other than perhaps the national army – engaged in mine action. If an NGO or a UN body is also involved, regular meetings to exchange information will be necessary. Information exchange should focus on the following:

> areas of operations (geographical and thematic);
> focus/aims of activities of the various actors engaged in mine action;
> key at-risk groups identified through data gathering; and
> future coordination mechanisms.

As activities may be long-term, the possible future development of a sustainable national capacity should be considered from the start. The need for sustainability militates against expensive or overly complex operations, a factor which should be borne in mind when specifying the National Society's role. It is important that if the ICRC implements through the National Society in this scenario, it remain clear that as soon as the scenario changes, support for the National Society may either end or change in nature.

If hostilities cease, or if a competent coordination body is established, the delegation should hand over non-confidential mine action data to any national structure established to deal with explosive remnants and mines, to enable clearance to take place and to support assistance to the victims. This may be the United Nations or a governmental body.

Any abandoned or unexploded ordnance poses a threat to people. It mostly consists of artillery shells, mortar bombs, grenades, rockets, air-dropped munitions and fuses. There is also a risk of anti-personnel mine use, although this risk has diminished in

recent years, in part owing to the success of the Ottawa Convention. Depending on the nature of the conflict, anti-vehicle mines may be used in greater or lesser numbers. Cluster munitions are particularly hazardous to civilians because of the sensitivity of their fusing mechanisms and failure rate.

Unless the National Society is able to work effectively on its own – which is not always the case in the midst of an armed conflict – the delegation should consider maintaining a major role in data gathering, risk education and risk reduction until, at least, a certain period after the cessation of active hostilities. The exit strategy for the delegation will obviously depend on how the situation evolves. In this situation the delegation should hand over non-confidential data to the authorities (for example, a government of national unity) or to a UN Mine Action Coordination Centre, to enable mine and ERW clearance to take place and to support assistance to the victims.

During an armed conflict, there will be an obvious need to coordinate mine action activities. It is likely (though not certain) that a mine action centre will be established by the government and this can have a positive role in ensuring complementarity of activities and avoiding duplication.

To the greatest extent possible, the ICRC should seek to coordinate its work with the relevant Mine Action Centre, if there is one. During an armed conflict there is a heightened danger of the politicization of mine action activities: the delegation should be aware of this risk.

In parallel to managing their approaches to reducing the impact of mines and ERW, the UN and NGOs, together with donors, will also be planning an eventual post-conflict approach. Wherever possible, the ICRC should engage in this process along with the National Society to ensure a coordinated approach, although the extent to which this is possible will vary in each situation. It is important that the delegation stay in contact with the UNDP country office and other UN players to make sure they are aware of the process and included.

Cooperation with the National Society in mine action activities during an ongoing armed conflict obviously depends on both the Society's capacity and its perceived, as well as actual, neutrality. These issues are especially challenging in an internal armed conflict. As a result, the delegation may have to act on its own in data gathering, risk education and risk reduction, although this is not the preferred option. Or, for the duration of the conflict, the delegation may decide to implement activities through the National Society, but without any ongoing capacity building. In addition, a delegation may work jointly with a National Society in some areas, and in other areas the National Society may operate on its own.

2.3 Immediate post armed conflict and other situations of violence

This sub-section covers the situation immediately following armed conflict or other situations of violence: typically in mine action terms, a period of up to six months. This is the critical period when victim numbers are often at their highest because populations with little knowledge of the nature or locations of mines and other explosive remnants of war (ERW), for instance refugees or the internally displaced (IDPs), are often on the move back to their community of origin or to another area.

IMMEDIATE POST ARMED CONFLICT AND OTHER SITUATIONS OF VIOLENCE	
Criteria for starting activities	> ERW/mines are posing a threat to ICRC operations and staff are at risk. > ERW/mines are likely to kill/injure IDPs and refugees as they return home. > ERW/mines are preventing access to shelter, food, water or health care. > The problem is not covered effectively by other actors.
Aims	> Respond rapidly in order to minimize civilian casualties. > Support emergency assistance and protection activities. > Establish a basis for mine action in the extended post-conflict period.
Likely activities	
Risk education	> Implement mass awareness programmes to alert those travelling through or to contaminated areas to the danger. > Provide information in refugee camps for refugees returning home. In addition to general messages on dangerous items – the "don't touch" message related to ERW, these messages should be as specific as possible regarding routes and locations that may be dangerous because of mine/ERW contamination. > Returning refugees should also be accessed at border crossing points and food/non-food item distribution points.
Risk reduction	> Include mine/ERW-related concerns in Relations with Armed and Security Forces (FAS) activities and other structural support to authorities. > Make representations to ensure clearance of resettlement areas or other solutions to mine/ERW problem. > Promote inclusion of mine/ERW provisions in humanitarian agreements. > Reduce threat through the provision of emergency shelter, food, fuel or water in areas of forced risk taking.
Data gathering	> Gather on-the-spot "emergency data" and establish a database.
Survey and clearance	> Mine/ERW survey and clearance in support of ICRC field activities and to save lives and prevent injuries.
Cooperation	> In this situation, the ICRC would work in an operational partnership with a National Society if capacity exists. > The emergency mine action team will be drawn from a Participating National Society as part of a standing agreement for rapid deployment. > Participating National Societies' capacities will be mobilized as part of the mine action plan.
Security issues	> The location of mined areas will not be known, there is a high risk of walking or driving into a contaminated area. > Booby-traps may have been left behind. > There will be abandoned ammunition and ammunition stores throughout the conflict area – possibly unguarded.
Human resources	> Mine action rapid response team may be deployed by the Directorate of Operations (OP/DIR). The team will be led by a mine action coordinator directly under the authority of the head of delegation. The teams will coordinate their work with and in support of assistance, protection and communication activities. > Mine action regional adviser or ICRC headquarters mine action sector may be deployed. > Mine/ERW clearance team may be deployed.
Criteria for exit or transition	> Other actors effectively address the problem. > If there is a likelihood of a long-term mine/ERW problem, transition to National Society capacity building should be considered.

Issues to consider

Any armed conflict or other situation of violence, will result in unexploded ordnance, ordnance being abandoned on the battlefield and in storage areas, and possibly mines. Mines and other explosive remnants of war (ERW) may pose a direct threat to the work of the Movement in general including the ICRC.

The period immediately after armed conflict and other situations of violence is the time when the UN and NGOs are struggling to set up operations and is normally the period when the ICRC has the most to contribute in terms of reducing impact. It is also the period where ICRC assistance activities need mine action support to ensure safety of staff and access for operations. The Mine Action Sector at ICRC headquarters will be in regular contact with the UN and can be used to facilitate discussions and consultations.

One example of an immediate post-conflict mine action scenario is Kosovo in 1999, when refugees in neighbouring Albania and the Former Yugoslav Republic of Macedonia returned swiftly following the ceasefire agreement between NATO forces and the Federal Republic of Yugoslavia. The delegation was heavily involved in providing risk education, both inside and outside the province, as well as gathering data on mine and ERW victims.

Following an armed conflict it is highly probable that a mine action centre will be established by the government or the UN if one was not already established during the armed conflict. This will normally be overseen by an interministerial national mine action authority, although the authority's effectiveness in ensuring the overall management of a national mine action programme in an immediate post-conflict scenario can be limited for reasons of technical capacity.

The UN Mine Action Service then operates a Rapid Response Plan (RRP) to which many international NGOs and key donors have subscribed. The Plan has the potential to mobilize an effective response, although, given UN and NGO funding and logistical constraints, this can take some time. The ICRC has the ability to respond more rapidly and more reliably than either the UN or NGOs, especially if its presence has been uninterrupted throughout a conflict. An unbroken presence translates into local knowledge, trust and contacts, enabling activities to begin rapidly.

The extent to which the ICRC is able to cooperate with the UN will vary, although the ICRC recognizes the RRP, has observer status in the UN's decision-making process and seeks, whenever possible, to coordinate its activities accordingly. The status of a UN MACC will determine the extent to which the ICRC coordinates with it. For instance a MACC which is part of a UN peace enforcement mission would be approached differently from a MACC which is part of a humanitarian mission.

Unless the National Society is able to work effectively on its own – which is not always the case immediately following an armed conflict – the delegation should consider maintaining a role in data gathering, risk education and risk reduction until, at least, the end of the immediate post-conflict period. As soon as possible, however, the delegation should seek to determine whether the National Society is willing/able to take direct responsibility for its mine action activities, or whether to scale down National Society activities as other actors establish long-term mine action programmes.

2.4 Extended post armed conflict and other situations of violence

This scenario covers the period between the end of the initial emergency and the point at which development begins. This period may last several years. This scenario has two facets: one covers ongoing needs for mine action activities and the second is a preparation for the transition into development.

EXTENDED POST ARMED CONFLICT AND OTHER SITUATIONS OF VIOLENCE	
Criteria for starting activities	> There is a medium- or long-term role for the National Society as an actor within the national mine action strategy. > The ICRC has an important protection and/or assistance programme ongoing which could also be applied to reducing mine/ERW impact. > There is continued impact from mines/ERW on people and on their access to water, shelter, food, fuel, etc.
Aims	> Through field activities, contribute to the reduction of the socio-economic impact of mines/ERW. > Prepare the National Society for a long-term role as an integrated element of the national mine action plan. > Support the development of national mine action structures if required. > Contribute to the development of a national strategy.
Likely activities	
Risk reduction	> Implement water and habitat, economic security and health programmes to reduce the impact of mines/ERW. > Make representations to ensure clearance of resettlement areas or other solutions to mine/ERW problem. > Promote the inclusion of mine/ERW provisions in humanitarian agreements. > If required the National Society's grassroots surveillance network should be developed as an integrated element of a national or UN-led plan. Data should be fed into the national database. The data gathering agreement should be subject to a memorandum of understanding dealing with information restrictions and restrictions on use. > Advocacy and mobilization to ratify treaties/ conventions if not yet done.
Data gathering	> Data on victims may also be provided by the records of ICRC health and other field activities. > The ICRC should benefit from the mapping and analysis carried out by the national authority or UN for its own operational planning and security use.
Risk education	> Any risk education should be carried out by the National Society and as part of the coordinated national mine action plan. Wherever possible nationally produced materials or methodologies should be used. The ICRC should ensure there is a Movement input in the development of these. > The issue of weapon contamination should be included in FAS activities and other structural support to authorities.
Survey and clearance	> Where ICRC activities are blocked or threatened by mine/ERW contamination, an agreement can be made with the national mine action authority, or locally with an ACCREDITED clearance organization for support. In a situation where this support is not possible and the need is urgent, it may be possible to deploy capacity through the headquarters standby clearance memorandum of understanding (MOU).
Cooperation	> In coordination with the National Society, UNDP, donors and the national authorities, define the role of the National Society within the national strategy. > If required, provide parallel capacity-building support to the national mine action structure.
Security issues	> Serious mine/ERW security issues are unlikely in this situation, although there may be a residual contamination that should be taken into account.
Human resources	> Normally there will be a trained national staff member who has been coached by the mine action delegate during the conflict and/or immediate post-conflict periods (who in coordination with ICRC Assistance, Protection and Communication staff will take the mine action lead). > The national staff member should be supported by the regional mine action adviser.
Criteria for exit or transition	> The National Society is fully integrated into the national mine action strategy. > The National Society has the technical and management competence to carry out its assigned role. > The National Society is funded as part of the government mine action budget or receives other external financial support.

Issues to consider

While victim numbers may be falling, the causes of accident will change at this point. Most people will know the location of dangerous areas around where they live, but resort to taking risks in search of food, water and livelihood. The majority of mine and ERW incidents will result from such risk-taking.

At this stage, coordination with external actors (especially the government and UNDP) will be extremely important as it is likely that certain national structures for mine action programme coordination and management will now be in place.

In the extended post-conflict scenario, it is necessary to prepare the National Society for its long-term role as part of the national mine action plan. This involves providing the necessary technical and managerial support to establish the National Society as a player with the Mine Action Centre, the National Mine Action Authority and donors, as the national planning process moves ahead.

This process should, ideally, be supported by a memorandum of understanding between the ICRC, the National Society working in its own country, national authorities and a Participating National Society (PNS), where this is relevant.

The ICRC will often work in partnership with a PNS in order to build up the capacity of National Societies and to integrate it into national mine action plans. This normally means that the ICRC provides the coordination and technical support (some funding may be provided but ideally this should be kept to a minimum), while the PNS provides management capacity building and funding. In these cases, it is the role of ICRC regional mine action advisers to ensure the smooth running of the project. Time must be budgeted in the ICRC "Planning for Results" process even if there is no ICRC project budget.

Where there is a memorandum of understanding between a national authority, a National Society, a PNS and the ICRC, the roles and responsibilities must be clearly laid out and time bound. A typical capacity-building programme of this nature should last three years.

2.5 Normal peacetime activities

This is a long-term scenario where contamination continues to have an impact and mine action coordination either does not exist or is under government authority. In the former case, the UN and donors may be looking to give support, in the latter situation, they may be providing technical and financial support.

NORMAL PEACETIME ACTIVITIES	
Criteria for starting activities	> There is an imminent possibility of armed conflict or other situations of violence developing. > There is a likelihood of natural disasters in the contaminated areas. > There is a mine/ERW problem resulting from past events that is still impacting on the population.
Aims	> Develop the mine action capacity of a National Society to prepare for a future threat. > Support the development of national authorities' capacity to manage the mine/ERW threat. > Deal with a longstanding mine/ERW problem resulting from past events (from World War II, for instance). > Finalize capacity-building work following on from the extended post conflict period.
Likely activities	
Risk reduction	> Training for the National Society on using assistance activities to provide affected populations with safe alternatives such as shelter, water and food.
Risk education	> Training for the National Society on the implementation of emergency awareness for population on the location and nature of the threat. > Inclusion of mine/ERW-related concerns in ICRC Relations with Armed and Security Forces (FAS) activities and other support to official structures, known as "structural support".
Data gathering	> Training for the National Society on surveillance of incidents to define dangerous areas and vulnerable groups.
Survey and clearance	> Unlikely to be an issue.
Cooperation	> Training of the National Society in mine action management and activities. > Develop a link between the National Society's mine action unit and relevant government authorities.
Security issues	> Mine/ERW related issues are unlikely, although there may be a residual contamination that should be taken into consideration.
Human resources	> Cooperation delegate. > Regional mine action adviser in support.
Criteria for exit or transition	> Capacity building is complete according to the planned specific objectives. > If an armed conflict or internal disturbances begins, develop the appropriate activities.

Issues to consider

In situations where there is a transition to development, the ICRC will already be involved. The government, with the support of the UNDP and donors, will normally support the national mine action plan which is long-term and aims to address residual mine and ERW contamination. It is essential that the ICRC support and guide the National Society so that its role is acknowledged and integrated into the plan, thereby ensuring sustainable funding and an appropriate, authorized mine action role.

There may be a possibility of future conflict, in which case, preparatory capacity building of the National Society may be appropriate.

2.6 Natural disasters in contaminated areas

Major natural disasters, such as earthquakes, hurricanes and flooding occurring in areas contaminated by mines and other explosive remnants of war (ERW) can move and disperse mines and ordnance randomly throughout a disaster area. **This can occur during any of the other four scenarios** (*see 2.1*), and can have three possible results:

> contamination can cause death and injury as a consequence of people unwittingly moving through or into contaminated areas;
> contamination can spread to previously safe areas and people can come into unexpected contact with it;
> contamination can compound problems by denying access to water, shelter, food or fuel; it can also further complicate and increase the psychological impact of the natural disaster; it may impact on access and security of staff carrying out field activities.

NATURAL DISASTERS IN CONTAMINATED AREAS	
Criteria for starting activities	> A natural disaster has moved mines/ERW into areas where they are a threat to people. > People are forced by a natural disaster to move into or through areas where there is mine/ERW contamination. > Mines/ERW are threatening the safety of staff. > Mines/ERW are hindering access for field activities.
Aims	> Reduce vulnerability of people. > Support field activities. > Ensure staff safety.
Likely activities	
Risk reduction	> Provide water/shelter/food in safe areas.
Data gathering	> Gather and analyse incident and dangerous area data.
Survey and clearance	> Survey suspected areas, and if necessary clear dangerous areas that pose an immediate threat to people or hinder access.
Risk education	> Emergency awareness to rapidly inform the public of the danger and of appropriate safe behaviour. > Provide mine/ERW safety training for staff.
Cooperation	> Possible operational partnership with National Society on awareness, incident data gathering and risk reduction. > PNS involvement through the deployment of a rapid response team. > Mobilization of PNS capacities to support the mine action plan.
Security issues	> Threat to staff in the field from ERW and mines that have moved.
Human resources	> Rapid response team. > Regional adviser or staff from ICRC headquarters. > Mine/ERW clearance/survey teams.
Criteria for exit or transition	> The impact of mines/ERW has ceased.

Issues to consider

If a mine action capacity already exists in the area of the natural disaster, the ICRC should only intervene if existing resources cannot cope or are unable to support ICRC or Movement activities. The delegation should be aware of the location and set-up of any mine action coordination centre/authority or mine action organization in a position to provide assistance. It is important that in these situations, advice be sought from the regional adviser or from the mine action sector at ICRC headquarters.

DETERMINING VULNERABILITY 3

TAKING CONTAMINATION INTO ACCOUNT DURING FIELD ASSESSMENTS

The consequences of weapon contamination are just another part of the picture when assessing the vulnerability of a population. Deciding how to deal with the problem should be part of a holistic approach that includes all operational capacities of a delegation.

This means that protection, health, water and habitat and economic security concerns are all equally important when gathering information and understanding the overall picture, within which mines and ERW are but a factor. Although sometimes specific assessments may be conducted looking at the mine/ERW impact in particular, in most situations it is rather a matter of being aware of and including relevant questions in the various field assessments undertaken by the delegation.

In parallel to this, the delegation needs to ensure that there are systems for sharing the relevant data so that appropriate responses can be developed as part of a coherent strategy.

When conducting an assessment in a contaminated environment it is important to remember that many of the consequences of mines and other ERW are indirect. You should not just look for evidence of death and injury, but consider consequences on access to shelter, water, fuel, food, agriculture, household security and constraints on movement.

3.1 Gathering basic information for field trip planning

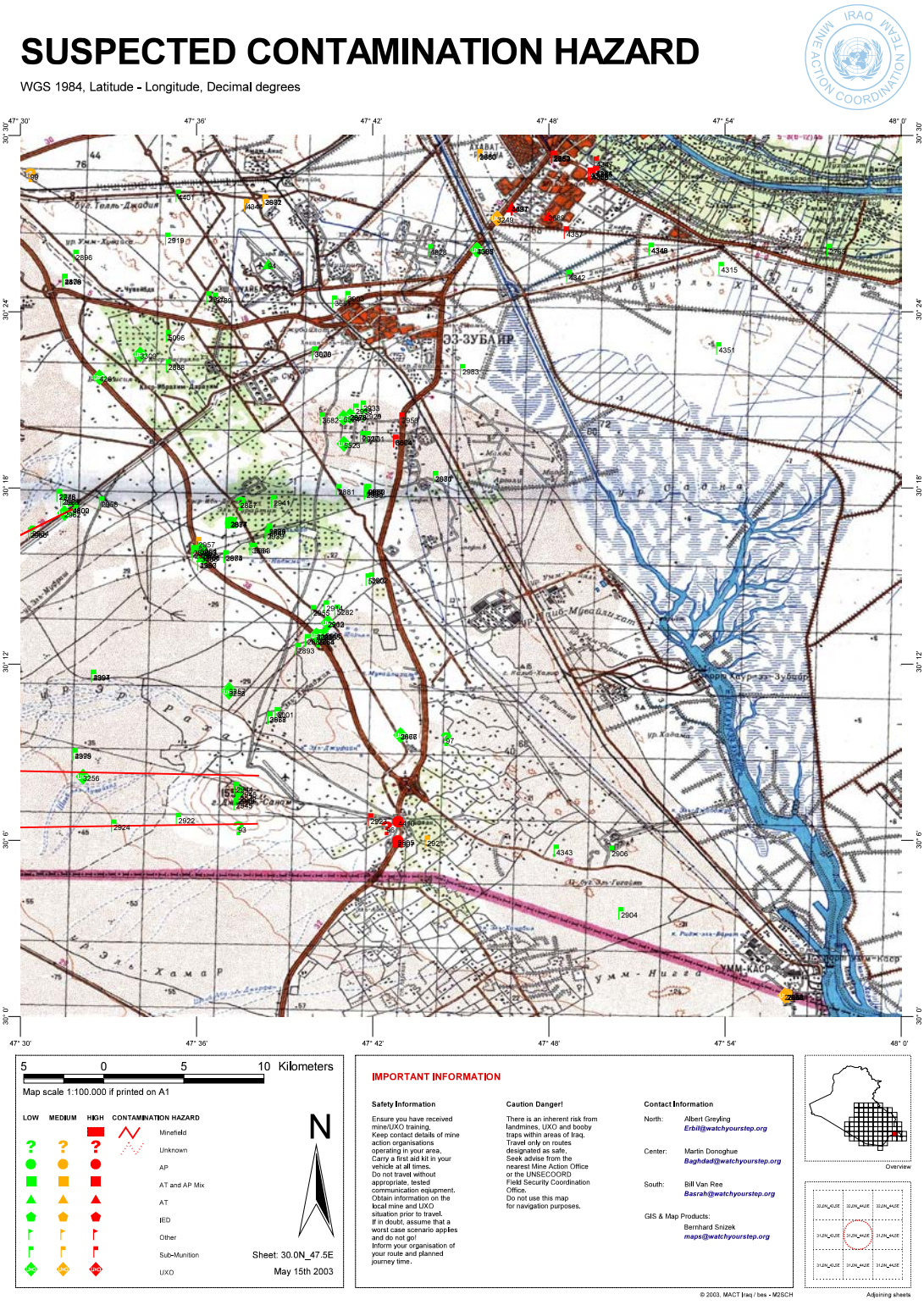
Sources of information

The availability of information on contamination will depend on the situation. Possible sources of information should be mapped, including existing surveys and any relevant actors. In an immediate post-conflict situation, survey information is unlikely to be available. In other situations, the best source of information will be a national or UN mine action centre, a government mine action authority, mine action NGOs or commercial clearance companies working in the area or the police and military.

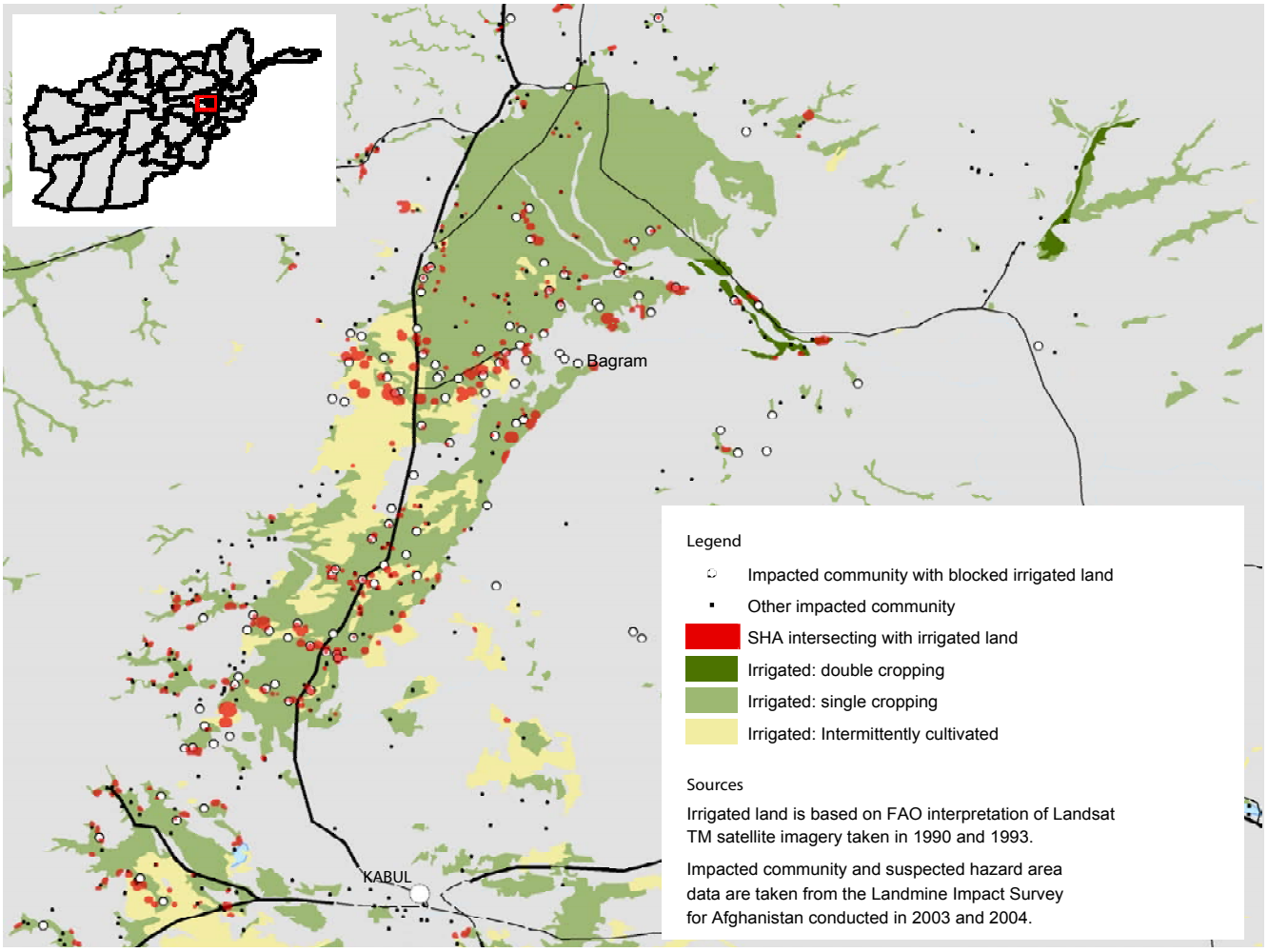
If the delegation is implementing mine action activities already, it is likely that the mine action delegate or other person in charge will have access to the Information Management System for Mine Action (IMSMA) and will be able to provide information directly. Some of the information gathered at this stage will be useful not only for safe mission planning but will also give indications of possible impact on the local population. Some of the questions that should be asked are listed in the following table.

BASIC QUESTIONS FOR FIELD TRIP PLANNING	
Have you got a security plan?	> Are roads considered safe? If so by whom and is the information reliable? > Have assessment team members undergone mine/ERW safety training? > Does the team have appropriate first-aid kits (a kit with wound/shell dressings at least)? > Has the team been trained in first aid? > Has the delegation developed procedures to follow if there is a mine/ERW accident? > Has the team practiced these? > Does the team have contact with an organization with the capability and will to rescue them?
Is there a mine action programme in the country?	> Does it have control of clearance assets in the area you are visiting? > If so, is there accurate and up-to-date information available? > Can it support you – does it have casualty evacuation facilities such as helicopters in support of clearance operations? > Are there up-to-date contamination maps available?
Has there been any fighting in the area recently?	> If so, what type: major hostilities/low intensity? This will give you an idea of the possible level of contamination. The type of fighting will indicate whether particularly dangerous ordnance such as mines or cluster munitions may have been used. > Were routes tactically important to those fighting? If so, it is possible they were mined or that improvised explosive devices were used to block them. > Have these been cleared – if so to what standard and with what degree of reliability? Bear in mind that a vehicle driving down a road without incident is NO INDICATION that the route is safe.
Is there a mine action operator locally?	> Can they help you with advice once you arrive? Can they provide you with casualty evacuation services? > Do they know you are coming? > Do you have their radio frequency and call signs?
If mines have been used are there known marking systems?	> If anti-personnel mines have been used, it is possible that a standard marking system has been used. If so, marking signs should be known. Even if this is the case, the assumption that unmarked areas are safe MUST NOT BE MADE.
Is there any record of mine/ERW contamination or victims?	> How many people have been killed and injured over the last 12 months? > What is the breakdown of ages, gender and activities? > What were the locations? > Ideally 12 months' data is a minimum for useful analysis, although anything is useful. The data must be analysed and related directly to the local context and events over that period.
Is up-to-date mapping available?	> If available, the most likely source is a mine action centre or international NGO. If the mine action programme is mature, maps which cross reference contamination with land use may be available.

Examples of maps showing suspected dangerous areas



This map shows suspected contaminated areas in Southern Iraq in 2003. It was available from the United Nations Mine Action Coordination Team. This type of map can give invaluable information when planning field trips.



This map was produced as part of the Survey Action Centre impact survey of Afghanistan. It gives important information on the impact of contaminated areas on agriculture which can be useful information for ICRC assistance activities. Other analyses available include impact on water supply, population movement and shelter. Such maps are available from mine action authorities or coordination centres where an impact survey has been carried out.

3.2 Needs assessments in the field

Observation

As you drive or walk into the assessment area you should look for visual indications of the presence of contamination and the extent to which it may pose a threat, both to yourself and the population. You should take particular note of the following elements.

WHAT TO LOOK OUT FOR	
Have you seen destroyed military or other vehicles?	> Are there vehicles with wheels and part of the front or back end blown off? This may indicate they were destroyed by an anti-vehicle mine. > If destroyed during air-strikes or in tank to tank fighting involving modern military forces, it is possible they were destroyed by depleted uranium projectiles. The vehicles should not be entered as they may contain dust which should not be ingested. > If the area was hit by airstrikes, rockets or artillery, it is likely cluster munitions were used. Look for cluster munitions lying on the ground, hanging from undergrowth or lying on buildings. They pose a serious threat to you and the population. Do NOT drive over them or touch them. If they are hanging from undergrowth move out of the area. A clearance organization (or the ICRC's clearance partner if present), should be informed.
Have you seen military style boxes/packaging scattered around?	> This may indicate abandoned ordnance is present or that mines or ordnance were used or laid in the vicinity.
Have you seen signs of military positions and roadblocks?	> The presence of these indicates a possibility of mines. If they have been damaged then there is a possibility of unexploded ordnance (UXO) as well. In any case there may be abandoned explosive ordnance (AXO) lying in or around the positions. > Can you see ammunition packaging, spools of wire or warning signs? > If you can see contamination, what sort of land is it lying on? Is it caught in fruit trees, in agricultural fields (are they partially cultivated) or around water or power infrastructure?
Have you seen ERW or mines?	> If you can see mines or signs of mines, then stop and consider your situation – you may have directly entered a mined area. > If ERW are scattered about, are they old (rusty) or new? This will tell you whether it is a new or old threat.
Are people handling ERW?	> BE VERY CAREFUL if people bring you items to look at. If this happens, remain calm and tell them to place the item on the ground very gently.
Can you see ERW that has been adapted for everyday use?	> This can be safe or extremely dangerous depending on the items used and their state. In Laos and Viet Nam for instance, empty cluster bomb containers are safely used in house construction. > Large air-dropped bombs can be used as seats for years and then explode when someone tries to extract the scrap metal or explosives. > Mortar bombs can be used as hammers or well counterweights safely for years and then explode months or years later if the nose fuse is struck.
Can you see damaged water or power infrastructure? Can you see shelter that has obviously been fortified, fought over or otherwise used by combatants? Are roads, tracks or paths cratered or obviously contaminated?	> Is the infrastructure around fortified positions? If so, it may be mined as part of overall defensive measures. If fought over, it may be contaminated with grenades, mortar bombs or other ERW. It may also be booby-trapped if recently vacated. > Has anyone else entered the infrastructure since the fighting? > When did the last soldier leave the infrastructure? If recently, take extra care. > Was the infrastructure hit by artillery or air strikes? If attacked by modern armed forces, it is possible that cluster munitions were used. It is also possible that white phosphorous was used which may contaminate the water source or will probably explode if the water covering it is drained. > Has the presence of unexploded ordnance (UXO) and /or mines hindered reconstruction of power/gas/ water supply infrastructure?
Can you see any wounded people?	> Are there any amputees? > Are they recently injured amputees? > Were they injured locally? > Lower-limb amputations are an indication of blast anti-personnel mines. > Are there people with upper-limb injuries or amputations, or disfiguration from burns or fragmentation? This is an indication of UXO injuries. > It is important to understand if these injuries occurred during the conflict or afterwards.

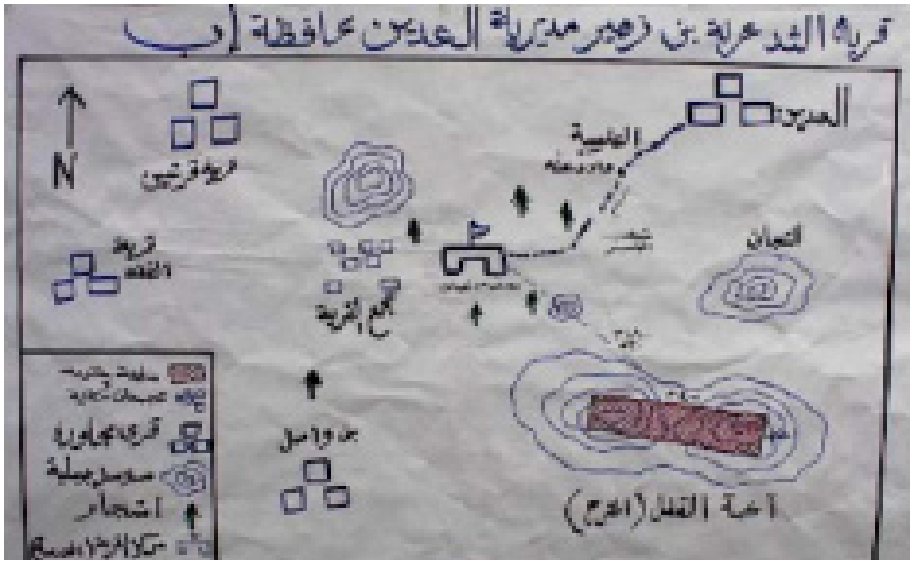
Questions to answer during a field visit

WHAT TO ASK	
Were informants in the village during the hostilities/ use of arms?	> If not, then they are less likely to have reliable knowledge about the location of contaminated areas, particularly those that were mined. If the entire population left the village, then there will be little useful information they can give.
If not, when did they return?	> If recently returned, they will have limited information to give. The longer they have been back, the more useful the information they may have. Unfortunately this is because if there is contamination, the location of some dangerous areas will be known because of accidents.
Was the village used by arms carriers during the hostilities/use of arms – if so for what? Logistics, patrolling, defensive position ? The nature of the use affects possible degree and nature of contamination.	> If the village was used by combatants, it is possible that approach routes and dead ground around the village may be mined. It is also possible that ordnance was left in the village, or if fighting took place, unexploded ordnance.
Were measures taken by combatants to reduce/ avoid civilian casualties from mines/ERW?	> Were people told the location of mined areas, were plans, drawings handed over? > Were any dangerous areas marked by the combatants? > Has there been any clearance or marking of dangerous areas. If so, by whom, when and where?
What is the attitude of the community to any mine (not ERW) contamination around their village?	> It is possible (although rare) that all or part of the mined area is regarded as providing protection. This is much more likely in situations of continued instability or a possible restart of conflict or other violence.
Are there victims of mines and ERW?	> Although an accurate victim survey is not possible during a field assessment, it is possible to get an idea of the rate of death/injury, vulnerable groups, dangerous areas and dangerous activities. This information is particularly useful if gathered at the start of the assessment.
Do people have access to fuel?	> Where gas, electricity or oil are the normal source of heat, have the supply systems been destroyed or damaged? Can they be repaired or will mines and ERW prevent this without clearance taking place? > Are people forced to go into contaminated areas to gather firewood or other fuel?
Do people have access to safe water?	> Is the water infrastructure damaged or destroyed? Can it be repaired, or is it blocked by mines and ERW? > Is access to wells blocked or made dangerous by mines and ERW? > Are there ERW in the well/water supply? > Are people forced to take dirty water from a non-mine/ERW contaminated source? > How can they be given a safe alternative?
Are mines and ERW impacting on safe waste and sewage disposal?	> Are people forced to defecate within the village area as areas traditionally used outside the village are mined? > Are people forced to discard refuse within the village for the same reason? > Is the sewage infrastructure damaged and not working? Is this because of mines/ERW?
What are the coping strategies?	> How have the locals coped with the presence of mines and ERW? > Have they developed local practices based on folklore or superstition? > Have they identified "safe places" where they keep items that are found (be careful as these places are NOT safe). > Have they found other sources of food? > Have they modified their farming practices? > Have they located an alternate safe water source and is that source potable? Is the source a reasonable distance from the village? Does access to it take people through dangerous areas? > Have they engaged village deminers? > Are people forced to travel further for pasture? Does this take them into unknown areas? Have people been killed or injured doing so?
Is there an increasing demand for land?	> Are people continuing to arrive, with the resultant increase in demand for land? > Is there sufficient shelter or sufficient safe land /access to materials, to construct new shelter? > Is competition for land likely to result in violence or even conflict? Can mine action programmes provide a solution?
Does the population have access to markets? What is the availability of commodities how are they priced?	> Are mines/ERW preventing people from travelling to markets in other villages to sell their surplus production, or buy what they need? > Are they able to exchange goods with other villages, or are routes blocked by mines/ERW? > Are people able to move freely between villages as they did before the conflict, or is movement restricted by mines/ERW? > Are market prices distorted because of restrictions due to suspected mine contamination?
Has economic security been affected by contaminated agricultural land? Is there a greater pressure to increase production?	> Is agricultural land blocked by suspected contamination? > Are there safe areas that could be farmed with tool and seed support? > Is there pressure for more agricultural land? > In areas where fruit is the crop, are trees and bushes contaminated by cluster munitions hanging from foliage?

WHAT TO ASK (continued)	
Has harvesting been affected?	> Did contamination caused during a brief, recent conflict prevent harvesting which could otherwise have taken place immediately post conflict? > Will contamination prevent sowing the next crop?
Has cattle grazing/pasture been contaminated? Have nomad routes been impacted?	> Are nomads forced to use/pass through dangerous areas at certain times of the year? > Are traditional pasture areas contaminated?
Is forced risk taking due to economic need putting people at risk?	> Are people entering dangerous areas to collect firewood, herbs, mushrooms or other commodities for sale? > Are people collecting and dealing in ERW as scrap metal? > Are people extracting and using explosives for fishing and construction? Is this because they do not have nets or suitable construction tools?
What is the situation of women and children?	> How many families have been left without a productive male head of household because of injury or death? > How are the families coping? > Are women or children forced to adopt dangerous behaviour in order to survive? > Are unsupervised children playing in contaminated areas? > Is livestock herding carried out by children? Does this take them through or into contaminated areas? Are there possible alternatives? > Have games or behaviour been evolved by children related to mines/ERW? If so do they help children to live safely or are they dangerous?
What of infrastructure reconstruction?	> Is there UXO or mine contamination in the ruins/rubble of destroyed shelter? > Have efforts to reconnect electricity or reconnect water and gas been hindered by the presence of mines/ERW?

Tools such as seasonal calendars and village mapping are useful ways of understanding mine/ERW impact. A village map drawn to show agricultural areas, grazing land, routes and water sources can then be used to overlay areas where villagers feel that there are mines/ERW or where there have definitely been accidents. Seasonal calendars can be used to understand whether mines/ERW are a particular problem for instance in the spring (common in countries where there is snow and ice in winter) or at sowing or harvesting times.

Example of a community mine/ERW map



In the example above, the suspected contaminated area is marked on a hill. This is credible as hills are often used for military positions. This map should be cross-referenced with incident and other reports during interviews.

TAKING ACTION 4

DEFINING STRATEGIES, OBJECTIVES AND INDICATORS

The field assessments will provide the delegation with specific input in terms of who is affected, where and why. On the basis of this input, the delegation will need to determine what the desired humanitarian impact is, its strategy for intervention and the specific activities it should implement.

4.1 Strategies for intervention

As with all ICRC involvement, the strategy for intervention will be based on a combination of five modes of action: persuasion, mobilization, denunciation, support and substitution (direct provision of services). Persuasion and mobilization are the preferred modes of action when the ICRC seeks to stop or prevent violations of international humanitarian law and to make the authorities aware of their responsibilities while urging them to meet the essential needs of the affected group. Denunciation is reserved for exceptional cases. Support and substitution are the preferred modes of action when it is necessary to help supply essential services or to take responsibility for them because the authorities are unable to do so.

The relevance of each mode of action must be assessed in terms of its potential impact on the population. An overall strategy must give each mode of action its proper weight, allowing it to change over time. Delegations must, therefore, decide how best to combine and introduce different modes of action in order to optimize the impact of interventions. How various modes of action are combined, and the weight given to each, are determined by the importance and urgency of the problems identified, the types of needs, the expected impact and the current and potential responses from the authorities and other actors.

For instance, the delegation's decision to apply assistance to provide interim solutions for communities impacted by contamination must be regarded within the overall context of needs. Weapon contamination is just another factor affecting household security, physical security, access to clean water, shelter or fuel. Although mine action is not explicitly mentioned in the ICRC's Assistance Policy, it constitutes part of the assistance remit and the same approach applies. Similarly, mine/ERW-related protection concerns should be seen as an integral part of the delegation's efforts to enhance the protection of the civilian population in accordance with the PPC Guidelines.

In the following, an overview will be given of some of the possible responses that the delegation should consider in order to address the identified problem. Some activities have natural links to others, in line with the holistic approach the ICRC delegation must adopt. This applies in particular to substitution activities aimed at reducing the immediate risk for a particular population (for instance the provision of firewood, water or other direct assistance), which should be combined with other modes of action such as persuasion aimed at ensuring a permanent solution to the problem.

Some of the issues that need to be considered will be indicated in the table below. It will also be suggested who in the delegation would normally be responsible for the implementation of the various activities, and other relevant delegation staff who should be involved. While some activities are standard ICRC responses/interventions, but applied to a mine/ERW-problem (such as the various economic security, water and habitat risk-reduction activities), others are more specific to mine action. This applies in particular to risk education and data gathering as a separate activity.

MODES OF ACTION		
POSSIBLE RESPONSES	CONSIDERATIONS/LINKS TO OTHER ACTIVITIES	PERSON/UNIT IN CHARGE
PERSUASION	For general considerations see the Protection of the Civilian Population (PPC) guidelines	
Rappel de droit to remind all concerned of mine/ERW-related obligations at outset of conflict.	> When relevant, could be linked to other activities targeting arms carriers through Relations with the Armed and Security Forces (FAS) and/or public communication activities.	Protection delegate, head of delegation or his/her deputy (with Legal (JUR), FAS, communication and mine action delegates, regional coordination teams at headquarters (ERC).
Representations to prevent or stop the illegal use of mines or other weapons, and/or limit the humanitarian consequences of the use of mines or other weapons through specific solutions.	> Could include representations regarding the use of illegal weapons or otherwise lawful weapons in a way that is likely to have a disproportionate impact on civilians, such as the use of cluster munitions in proximity to civilians, the use of unmarked anti-vehicle mines, the use of air-dropped food packages that have the same colour and shape as cluster munitions dropped in any given area. – Could also include use of civilian porters forced to walk in front of military patrols to trigger mines, or forced displacement of civilians into contaminated areas. – Specific solutions may include marking/clearance of priority areas, sharing maps, preventing resettlement in contaminated areas, development of mine action legislation, etc. > Could be linked to other activities targeting arms carriers through FAS, and/or public communication activities to ensure coherence of messages. > Could be done together with request for specific solutions, such as marking/clearance. > Could be combined with assistance or clearance activities or mine risk education to reduce the immediate risk to the affected population. > Could be combined with mobilization efforts to ensure funding/support to clearance operators. > Could be combined with support to National Society data gathering or community liaison activities to ensure a good picture of humanitarian priorities or to support advocacy work on the use of specific weapons.	Protection delegate, head of delegation or his/her deputy, Head of sub-delegation (with FAS, Legal (JUR), Economic Security, Water and Habitat, Cooperation, Communication and Mine action delegates and in consultation with headquarters, as appropriate).
Promote inclusion of mine/ERW provisions in humanitarian agreements between parties to a conflict.	> Could be linked to other activities targeting arms carriers through FAS, and/or public communication activities. > Could be linked to activities as a neutral intermediary (see below).	Protection delegate, head of delegation or his/her deputy, Head of sub-delegation (with FAS, JUR, communication and mine action delegates and in consultation with headquarters, as appropriate).
Encourage clearance of areas considered to impact on the population.	> Could be linked to discussions on the role of the National Society in the national mine action plan or to advocacy on the ratification of weapon-related IHL.	Protection delegate, delegation management.
SUPPORT	For general considerations see the PPC guidelines	
Act as a neutral intermediary to facilitate communication and information-sharing: e.g. maps of minefields, strike sites, munitions used etc.; or solve a specific, urgent mine-related problem by facilitating dialogue between the local population and an armed group that is using mines or other devices.	> Could be combined with more formal representations to remind all concerned of the law or humanitarian consequences. > Could be combined with support to National Society data gathering programmes or community liaison programmes to obtain a comprehensive picture of the humanitarian problems and priorities. > Could be combined with assistance or clearance work to reduce the immediate risk to the affected population. > Could be combined with mobilization efforts to ensure funding/support to demining actors. > Could be linked to other activities targeting arms carriers through FAS, and/or public communication activities.	Protection delegate, head of delegation or his/her deputy, head of sub-delegation (with FAS, economic security, water and habitat, cooperation, communication and mine action delegates and in consultation with headquarters, as appropriate).
Ensure mine/ERW-related concerns are included in support to official structures i.e."structural support".	> This would in particular include FAS activities to support doctrine, education and training. > It could also include specific technical support to the national mine action authorities.	FAS and protection delegates, with mine action delegate.
Mine action capacity-building of National Society or other national entities.	> See Book III, chapter 2 for more details.	Cooperation delegate, with mine action delegate and other technical delegates as appropriate.

MODES OF ACTION (continued)		
POSSIBLE RESPONSES	CONSIDERATIONS/LINKS TO OTHER ACTIVITIES	PERSON/UNIT IN CHARGE
SUBSTITUTION	All the following activities could also be achieved through PERSUASION or SUPPORT.	
Food aid to vulnerable communities who enter dangerous areas to search for food.	> Combine with mine risk education to ensure awareness of safe/dangerous areas. > Combine with persuasion or mobilization of clearance to ensure permanent solution.	Economic security, with protection delegate, communication and mine action delegate, as appropriate.
Provision of seeds and tools to reduce risk of entering dangerous areas or short-term assistance to those unable to harvest crops because of mine/ERW contamination.	> In Angola, peri-urban agriculture was introduced in towns where agricultural land outside the town perimeter had been mined. Economic security support to agricultural production within the towns reduced the need to go into dangerous areas. > Distribution of seeds or livestock projects in mine-contaminated areas should be systematically avoided, unless safe areas have been delimitated in which people can farm and the necessary advice or materials have been given to allow them to do so.	Economic security, with protection, communication and mine action delegates as appropriate.
Micro-economic initiatives to reduce forced risk-taking.	> Grants or vocational training could be used in order to minimize the need to collect ERW as scrap metal, or for the production of nets to discourage the extraction of explosives for fishing, when nets are either too expensive or unavailable. > Combine with mine risk education to ensure awareness of safe/dangerous areas/behaviour. > Combine with persuasion or mobilization of clearance work to ensure permanent solution.	Economic security, with protection delegate, communication and mine action delegates, as appropriate.
Livestock support.	> Initiate short-term livestock programmes where herds have been decimated. > Implement in conjunction with the identification of safe grazing areas and prioritization for clearance through the mine action centre or National Mine Action Authority.	Economic security, with protection delegate, communication and mine action delegates, as appropriate.
Provision of fuel to reduce risk of entering dangerous areas to collect firewood, etc.	> Could include short-term supply of fuel for those forced to gather it in mine/ERW-contaminated areas, or restoration of original safe fuel supply (e.g. gas system). > Combine with risk education to ensure awareness of safe/dangerous areas/behaviour. > Combine with persuasion or mobilization of clearance work to ensure permanent solution.	Water and habitat, with protection, communication and mine action delegates, as appropriate.
Safe water sources where existing sources are mine/ERW-contaminated or access to them is blocked.	> Combine with risk education to ensure awareness of safe/dangerous areas/behaviour. > Combine with persuasion or mobilization of clearance work to ensure permanent solution.	Water and habitat, with protection, communication and mine action delegates, as appropriate.
Safe areas for children where there are no such areas.	> Safe areas for children living with a high mine/ERW threat could be identified or if there are none, be created. This is especially useful in urban situations where there is extensive contamination. > Combine with risk education to ensure awareness of safe/dangerous areas/behaviour. > Combine with persuasion or mobilization of clearance work to ensure permanent solution.	Water and habitat, with protection, communication and mine action delegates, as appropriate.

MODES OF ACTION (continued)		
POSSIBLE RESPONSES	CONSIDERATIONS/LINKS TO OTHER ACTIVITIES	PERSON/UNIT IN CHARGE
SUBSTITUTION	All the following activities could also be achieved through PERSUASION or SUPPORT.	
Construction of temporary health centres or other infrastructure if access to such infrastructure is blocked.	> Combine with risk education to ensure awareness of safe/ dangerous areas/behaviour. > Combine with persuasion or mobilization of clearance work to ensure permanent solution.	Water and habitat, health with protection, communication and mine action delegates, as appropriate.
Development of first-aid capacity in areas where people are dying because of lack of initial ttreatment for mine and ERW injuries.	> Normally implemented through NS capacity building.	Cooperation, health, mine action delegate.
Mine risk education.	> *See Risk education – Book III*	Rapid response team, communication and/or mine action delegates.
Incident data gathering as separate activity.	> *See Incident data gathering – Book III*	Protection and/or mine action delegates.
Survey and clearance.	> *See Survey and clearance – Book III*	Delegation management , mine action delegates, subject to regional coordination teams at headquarters (ERC) and the directorate of operations (OP/DIR).
MOBILIZATION		
Generate third party support to ensure results of representations described above.	> Depending on the results of bilateral representations, possibly envisage influencing authorities/arms carriers by creating interest and support among other actors such as governments, organizations, civil society etc. > For instance, donor governments or organizations involved in a resettlement process could be mobilized if organized resettlement or repatriation take place to areas which are not cleared of mines/ERW.	Protection delegate, head of delegation or his/her deputy, in consultation with headquarters, as appropriate.
Mobilize clearance for impacted areas.	> Could be linked to advocacy on weapons related IHL or to capacity building of national authorities.*See Book III.*	Protection, delegation management
Public communication.	> For instance press releases, interviews, etc. to focus on the humanitarian concerns and remind all concerned of the law (without denouncing those responsible for the violations) as a way to support the achievement of objectives.	Head of delegation or his/her deputy with protection and communication delegates, in consultation with headquarters, as appropriate.
DENUNCIATION		
Denunciation related to violations.	> In exceptional cases, the delegation may take steps to denounce those responsible for violations in accordance with Doctrine 15.	Under authority of headquarters. head of delegation or his/her deputy, legal, communication delegates.

4.2 Objectives

As seen in 4.1, the ICRC can use a range of different strategies for intervention to reduce the impact of weapon contamination. Owning to the transversal nature of the issue, it is often not appropriate to have specific mine action objectives. Weapon contamination is just another factor contributing to vulnerability, and mine action elements will therefore be included throughout the Planning for Results (PfR) target populations and objectives.

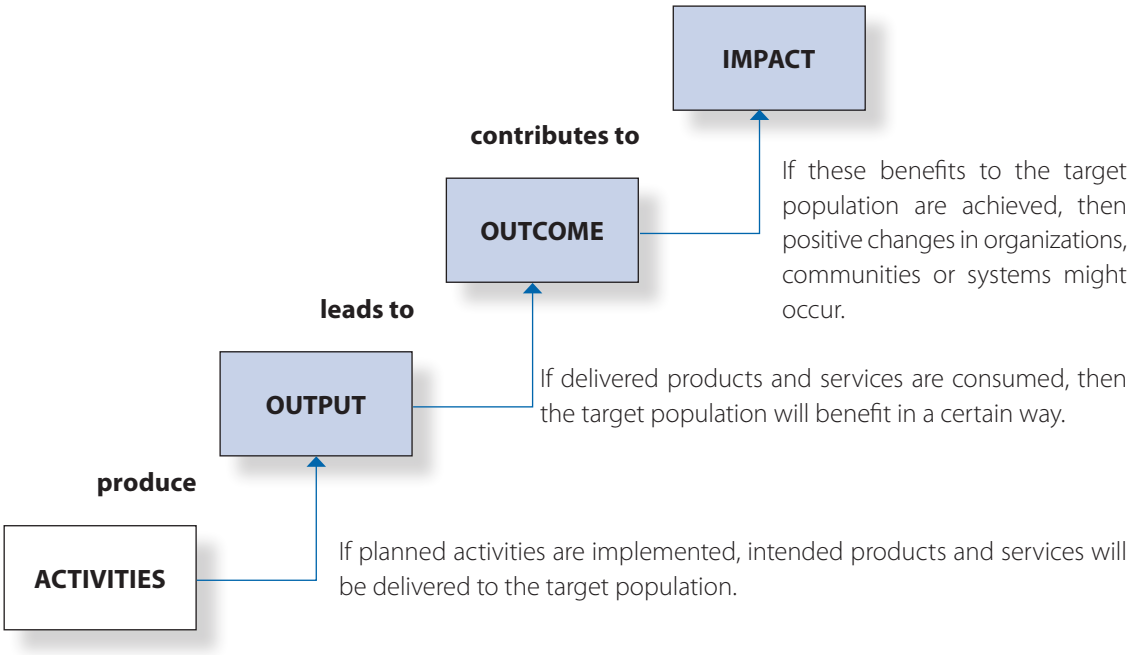
Target populations

Which target population(s) are the most relevant will depend on the particular problems identified, the target population's relationship to the problem, and its capacity and commitment. Analytical tools such as stakeholder analyses could be used to help determine the relevance of the possible target populations. Possible target populations for reducing the impact of weapon contamination are in general:

- **the vulnerable population** itself: for instance as regards distribution of water, firewood, seeds or any other risk reduction or risk education activities where the ICRC intervenes directly vis-à-vis the identified vulnerable group;
- **the political authorities**: e.g. persuasion of the authorities to ensure respect for weapons-related IHL obligations, or structural support and advice to national mine action authorities;
- **the arms carriers**: for instance dialogue with the armed forces or other weapons bearers regarding IHL-obligations or humanitarian consequences of mines/ERW, or structural support to the armed forces to enhance the integration of relevant law into doctrine, education and training;
- **National Societies**: capacity-building of the National Society to ensure sustainable data gathering, risk reduction or risk education programmes, and/or;
- **groups of civil society**: could be relevant if for instance working with the media or other parts of civil society is a particularly important element of the awareness and safety activities.

Objectives

The ICRC defines different levels of objectives, which correspond to different levels of results. ICRC resources are channelled into activities, which produce a particular output at the level of the Specific Objective (SO). This output then leads to a particular outcome at the level of the General Objective (GO). This outcome, in turn, may contribute to the realisation of a particular impact at the level of the Humanitarian Desired Impact (HDI).



At all times and in all cases objectives need to be SMART:

> Specific, i.e. distinct and precisely defined
> Measurable, i.e. include quantitative and/or qualitative elements
> Achievable, i.e. realistically attainable
> Relevant to identified needs
> Time-bound, i.e. when will the objective be achieved.

This handbook does not go into the details of how to write SMART objectives. However, possible objective elements, and ideas for relevant indicators that could be used for programme monitoring, are outlined under 4.3.

Depending on the problem identified, the GOs and SOs may be specifically related to the mine/ERW issue, or they may address the mine/ERW issue together with other assistance or protection concerns.

For instance, returnees entering a mined forest to collect firewood could result in an economic security intervention, perhaps combined with risk education, whilst there may also be protection concerns linked to resettlement into dangerous areas. This means that three explicitly interrelated objectives could be defined, based on one common strategy.

Internal coordination

Depending on the problem identified, it is necessary to develop a holistic strategy integrating different programme dimensions and objectives, and ensure a coordinated implementation of actions pertaining to these different programmes. Complementary and interrelated objectives must be set through systematic consultation, and roles, responsibilities and overall coordination within the delegation must be defined.

Weapon contamination issues may also have regional dimensions related to refugees. In such cases, consultations must involve neighbouring or other delegations concerned, and objectives may be proposed for integration into this particular delegation's PfR.

Depending on the nature and scope of the problem and the approach chosen (e.g. how many different departments are involved in the delegation's response in one way or another), it may be necessary to have a focal point for weapon contamination. The focal point will be responsible for:

> ensuring that relevant information is collected, centralized, analysed, shared and acted upon;
> ensuring clarity in roles and responsibilities and that this is reflected through the planning process (e.g. objectives and time-reporting);
> establishing internal coordination mechanisms;
> maintaining contacts with external mine action interlocutors;
> providing guidance and support to the personnel involved, and;
> facilitating training and appropriate procedures related to staff safety.

In contexts without a mine action delegate, this focal point function could be taken on by the head or deputy head of delegation or it can be delegated to the field coordinator, or protection, assistance or cooperation staff, depending on the nature of the response.

4.3 Monitoring

Once objectives and strategies have been agreed upon, implementation can begin. Every stage of the implementation of a programme has to be systematically monitored. The monitoring aims to provide regular information on the achievement of results at the output and outcome levels and if possible at the impact level.

This monitoring system should be based on a set of qualitative and quantitative indicators, defined in light of the given context and the set objectives. Some indicators must be charted against a set of baseline information in order to be meaningful. In the case of a capacity-building programme, the data will refer to capabilities and the degree to which they have been strengthened. The implementation of emergency programmes ("rapid response") will normally take place in a context where anything other than a rapid survey is impractical. This means that a range of generic indicators should be considered as part of emergency preparedness. In the case of activities that seek to reduce impact through increasing awareness and changing behaviour in communities, "Knowledge Attitude, Practice" (KAP) surveys must be implemented throughout the project life cycle and results compared. This can give an indication of changes in knowledge, attitude and behaviour.

Impact

Indicators of output and outcome may not say much about the impact of an intervention. The number of posters disseminated or the number of people attending awareness presentations gives no indication of the impact on beneficiaries. The same is true of mine and other explosive remnants of war (ERW) clearance – 1,000 square metres cleared in unproductive desert may have no impact, while 100 square metres of agricultural land cleared adjacent to a village which IDPs are returning to may have an enormous impact. Clearing even 10 square metres of land can make a difference if it re-opens access to a well, for instance.

Therefore assessing impact often needs more in-depth processes such as studies, reviews or evaluations. Such processes may also allow for assessing how achieved outcomes contributed to the impact, such as fluctuations in incident rates or patterns, which can be influenced by many other factors.

For such processes, early assessments, carried out by components of the Movement, will provide a useful baseline of information against which delegation activities can be evaluated. Returning to a number of these communities weeks or months afterwards should enable a meaningful judgement to be made as to the effectiveness of the interventions by asking the following questions:

- are community members still engaging in risk-taking?
- if so, who is interacting with mines or ERW and why?
- if not, is this the result of the ICRC's intervention or have other factors contributed to risk reduction?

Thus, a comparative review of risk-taking set against the original assessment can clearly identify whether the activities implemented have achieved their objective.

Weapon contamination impact indicators

In the following, possible indicators for how to assess the results of the various ICRC interventions related to weapon contamination are outlined. This is not an exhaustive list, but is aimed at giving ideas for indicators that could be considered in light of:

> who the most relevant target populations are, and
> what the humanitarian desired impact and objectives normally would be focused on for that general target population.

Civilian population

Humanitarian desired impact: mine/ERW accidents are reduced/have ended, people have access to land, water and other essential services, children have a safe area to play in, and victims receive the necessary long-term assistance and support.

TYPE OF INTERVENTION / OBJECTIVES	SAMPLES FOR DRAFTING INDICATORS
Increased awareness of a specific vulnerable population (in terms of location, age, gender, occupation etc.)	> Reduction of incident rate amongst vulnerable population is observed. > If awareness is carried out in a refugee/IDP camp, what percentage of the network developed there is then followed up and utilized thereafter in the country of return? > What percentage of awareness was linked to concrete measures as part of a more comprehensive risk reduction approach? If stand alone awareness continues the rationale should be rigorously questioned. Please note: > The estimated number of people reached is an indication of how much mine awareness work has been done, but no indication of its impact in terms of people's behaviour. > Even if it can be shown through a succession of KAP surveys that knowledge, attitude and practice have changed, it is still very difficult to measure the impact of awareness alone as often many other factors (seasonal, climactic, mine clearance, political) can also influence impact.
Incident data is systematically gathered, analysed and used operationally	> The right data is gathered according to the way in which it will be used. > The surveillance network is sufficiently wide, both geographically and in terms of population. > The surveillance network wherever possible uses existing grassroots networks. > An effective management and monitoring system is in place AND functioning. > An effective quality assurance regime is in place AND demonstrably implemented. > Analysis of data is accurate, appropriate, available AND used. > Data is shared externally wherever possible.
Mine/ERW clearance in affected areas	> Mines/ERW are successfully removed and the cleared land handed over to the community. > The community trusts the clearance and uses the land, possibly with support in the form of tools, seeds, livestock, irrigation, etc. > No further incidents occur on the cleared land.
Provision of water/fuel/seeds/ grants etc. to vulnerable target populations in specific areas	> There is a significant reduction of accidents amongst target beneficiaries. > Measurable improvements in nutrition, health, household economic security and/or, perceived increase in safety, and a normalization of market economy are observed.

Political authorities

Humanitarian desired impact: the State recognizes the importance of IHL, understands and takes on its responsibilities to adopt concrete measures to strengthen IHL, adheres to IHL instruments, takes national measures in order to ensure their implementation, takes into consideration IHL and ICRC humanitarian concerns in its national and international political actions.

TYPE OF INTERVENTION /OBJECTIVES	SAMPLES FOR DRAFTING INDICATORS
Party to the main IHL instruments, measures taken to implement them	> Ottawa Convention, CCW Protocol V, CCW Amended Protocol II are ratified. > National action plan for implementation is developed. > Relevant national legal and administrative measures are taken (e.g. adoption of criminal legislation, issuing administrative instructions to the armed forces, development of national mine action plan).
Awareness of need to comply with obligations	> Measures taken by authorities are in line with ICRC recommendations: e.g. mines/cluster munitions are not used, dangerous areas are marked/cleared, strike information is recorded and made available, passed on to those in charge of mine action, and used to direct clearance operations.
Clearance of affected areas according to humanitarian priorities	> Mines/ERW are successfully removed and the cleared land handed over to the community. > The community trusts the clearance and uses the land, possibly with outside support in the form of tools, seeds, livestock, irrigation, etc. > No further incidents on the cleared land occur.
Structural support to ensure planning of mine action activities according to humanitarian priorities	> Existence of national mine action plan which builds on needs identified by communities. > Implementation of plan at national and provincial levels. > Existence of management, monitoring and training tools. > Existence of plan for how to use management and monitoring tools/mechanisms which is agreed upon with operators. > Existence of functioning information-gathering structure. > Existence of coordination structures involving actors concerned.

National Society

Humanitarian desired impact: the National Society (NS) is able to play a strong and appropriate role in national mine action, assuring relevance and sustainability in conjunction with relevant national authorities and other actors.

TYPE OF INTERVENTION /OBJECTIVES	SAMPLES FOR DRAFTING INDICATORS
Ownership: Enhanced recognition of ownership among the management and staff of the National Society	> The NS is better able to take initiatives in the development of mine action activities. > The Statutes of the NS reflect the commitment to carry out and sustain mine action activities. > NS leadership at all levels has knowledge of and commitment to mine action. > Mine action activities, both at HQ and branch levels, are included in the NS strategic plan. > The NS has formulated and applied a policy for mine action. > The NS has integrated mine/ERW considerations into overall planning.
Structures and organization: The National Society has developed and maintained appropriate structures both at headquarters (HQ) and branch levels to implement effective mine action activities The National Society has the human, financial and material resources to efficiently coordinate mine action activities	> There is a well established capability at HQ level which is appropriately resourced and supported. > All staff and volunteers involved in mine action have job descriptions. > An efficient mechanism for information sharing among the HQ and the branches and the branches themselves, has been established. > Mine action activities and objectives are known at all levels of the NS. > The NS has the ability to train people involved in mine action to an appropriate level. > The NS has developed an efficient fundraising network. > Strong transversal cooperation is assured and mine action is integrated into other NS activities where appropriate in areas affected by mine/ERW contamination. > The NS has appropriate strategies to retain existing volunteers and encourage the involvement of new ones, whenever possible involving people affected by mine/ERW contamination. > The NS has developed a mechanism for feedback, monitoring and evaluation of activities, assuring regular reassessment and development of activities as appropriate.

TYPE OF INTERVENTION /OBJECTIVES	SAMPLES FOR DRAFTING INDICATORS (continued)
Competences: The National Society has an appropriate number of staff and volunteers trained and able to implement effective mine action activities The competencies developed include security considerations	> Wherever possible, mine action activities are implemented through existing NS networks such as first aid and tracing. > Elements of the Safer Access Framework are systematically integrated into the training curriculum of all the staff and volunteers. > An up-to-date register of all the trained and active volunteers is kept. > Training takes into consideration the need to keep mine action activities appropriate and in line with community needs. > Branches are capable of collecting relevant information about incidents and affected areas. > The national coordinator and persons responsible for mine action at branch level have the relevant public relations skills towards media and other actors. > The NS has the ability to plan, monitor and review service needs, activities and expenditures, both at HQ and branch levels. > Recruitment of volunteers and staff in respect of the gender and minority issues is implemented.
Relationships: The National Society role in mine action activities for the civilian population is accepted and supported by the national authorities The general public has a clear understanding of the role of the National Society in mine action The National Society can count on the cooperation with the members of the Movement and other international humanitarian actors in case of need	> Local authorities support the National Society's collection of information on mine incidents where they are carried out as part of national mine action strategy or to inform NS activities. > The NS systematically shares information and cooperates with other mine action actors, national and international, on a regular basis and ensures a coherence of efforts. > The NS establishes relationships with relevant organizations involved in programmes and issues related to mine action (psychological and social support to mine victims). > The role of the NS in promoting mine action is well understood and accepted by the Society (independence, impartiality and neutrality). > Where appropriate the NS responds to clearance requests from affected communities, through formal links with the national mine action authority and local clearance capacities. > The NS has develops a network internationally with other National Societies, with the intent to share knowledge, experiences and tools for mine action activities.
Tools and working resources: The National Society has adequate tools, material and funding to perform its mine action activities	> The NS conducts regular performance monitoring and a yearly review of the programme. > The NS's accountability in mine action programme management has improved and includes reporting, administrative and financial management procedures for the use of resources. > The NS has developed and centralized a system to collect and maintain information, and monitor, review and report on the progress of the programmes. > The NS has good fundraising capacities and the ability to find donors and supporters. > The NS has improved its communication system, and ensures a rapid and reliable flow of information between the branches and the HQ and the branches themselves. > A mine database is maintained at HQ with information provided via the branches, with a mine database standard form. > Incident data is shared with the national mine action authority and subject to an MOU. > The NS has established systems and procedures to motivate and compensate volunteers for their work in mine action activities.

Glossary of abbreviations

APM	anti-personnel mine
AVM	anti-vehicle mine
AXO	abandoned explosive ordnance
BAC	battle area clearance
BCPR	Bureau for Crisis Prevention and Recovery
CCW	United Nations Convention on Certain Conventional Weapons (1980)
CDC	Center for Disease Control and Prevention
CTA	Chief Technical Adviser
DCA	Danish Church Aid
DDA	Department of Disarmament Affairs
DDG	Danish Demining Group
DPKO	Department of Peacekeeping Operations (United Nations)
DU	depleted uranium
ECOSEC	ICRC Economic Security Unit
ELS	European Landmine Solutions
EOD	explosive ordnance disposal
ERC	ICRC regional coordination team
ERW	explosive remnants of war
FAO	Food and Agriculture Organisation
FAS	Relations with Armed and Security Forces
FGD	Focus group discussion
FSD	Swiss Foundation for Mine Action
GICHD	Geneva International Centre for Humanitarian Demining
GIS	Geographic Information System
GPS	Global Positioning System
HALO Trust	Hazardous Areas Life-Support Organization
HI	Handicap International
IAC	international armed conflict
IACG-MA	UN Inter-Agency Coordination Group on Mine Action
ICBL	International Campaign to Ban Landmines
ICRC	International Committee of the Red Cross
IDF	Israeli Defense Force
IDP	internally displaced person
IED	improvised explosive device
IHL	International humanitarian law
IMAS	International Mine Action Standards
IMSMA	Information Management System for Mine Action
KAP	Knowledge, Attitude, Practice
LIS	Landmine Impact Survey
LSP	Landmine and ERW Safety Project
MAC	Mine Action Centre
MACC	Mine Action Coordination Centre
MACT	Mine Action Coordination Team
MAG	Mines Advisory Group
MAIC	Mine Action Information Center
MASG	Mine Action Support Group
MAT	Mines Awareness Trust
MDD	mine detection dog

MOU	Memorandum of Understanding
MRE	mine risk education
NATO	North Atlantic Treaty Organization
NGO	non-governmental organization
NIAC	non-international armed conflict
NMAA	National Mine Action Authority
NPA	Norwegian People's Aid
NSA	non state actor
OCHA	Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the High Commissioner for Human Rights
OSAGI	Office of the Special Adviser on Gender Issues
PNS	Participating National Society
PPC	Protection of the civilian population
PRA	participatory rapid appraisal
RE	risk education
RPG	rocket propelled grenade
RR	risk reduction
RRA	rapid rural appraisal
RRP	Rapid Response Plan
SAC	Survey Action Center
SALW	small arms and light weapons
SCMA	Steering Committee on Mine Action
SOP	Standing Operating Procedure
SRSA	Swedish Rescue Services Agency
SWEDEC	Swedish Explosive Ordnance Disposal and Demining Centre
SWG	Survey Working Group
TA	Technical Adviser
UN	United Nations
UNCT	United Nation Country Team
UNDP	United Nations Development Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNMAPA	United Nations Mine Action Programme Afghanistan
UNMAS	United Nations Mine Action Service
UNOPS	United Nations Office for Project Services
US	United States of America
UXO	unexploded ordnance
VVAF	Vietnam Veterans of America Foundation
WATHAB	ICRC Water and Habitat Unit
WFP	World Food Programme
WHO	World Health Organization
WP	White phosphorus

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MISSION

The International Committee of the Red Cross is an impartial, neutral and independent organization whose exclusively humanitarian mission is to protect the lives and dignity of victims of war and internal violence and to provide them with assistance. It directs and coordinates the international relief activities conducted by the Movement in situations of conflict. It also endeavours to prevent suffering by promoting and strengthening humanitarian law and universal humanitarian principles. Established in 1863, the ICRC is at the origin of the International Red Cross and Red Crescent Movement.

ICRC

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