

James Madison University

JMU Scholarly Commons

Global CWD Repository

Center for International Stabilization and
Recovery

Summer 8-2009

Report on the Feasibility of ANAMA establishing an International Centre for Mine Action in Goygol, Azerbaijan

Bruce Powell
UNDP

Follow this and additional works at: <https://commons.lib.jmu.edu/cisr-globalcwd>



Part of the [Defense and Security Studies Commons](#), [Peace and Conflict Studies Commons](#), [Public Policy Commons](#), and the [Social Policy Commons](#)

Recommended Citation

Powell, Bruce, "Report on the Feasibility of ANAMA establishing an International Centre for Mine Action in Goygol, Azerbaijan" (2009). *Global CWD Repository*. 1075.
<https://commons.lib.jmu.edu/cisr-globalcwd/1075>

This Article is brought to you for free and open access by the Center for International Stabilization and Recovery at JMU Scholarly Commons. It has been accepted for inclusion in Global CWD Repository by an authorized administrator of JMU Scholarly Commons. For more information, please contact dc_admin@jmu.edu.

**Report on the Feasibility of ANAMA establishing an
International Centre for Mine Action in Goygol,
Azerbaijan**

Study commissioned by UNDP-Azerbaijan. Conducted 08-18 June, 2009

Report date: 13 August, 2009

Report on the Feasibility of ANAMA establishing an International Centre for Mine Action in Goygol, Azerbaijan

Study commissioned by UNDP-Azerbaijan. Conducted 08-18 June, 2009

Report date: 13 August, 2009

Consultant: Bruce Powell
(powell.ba@gmail.com)

Contents

1. Executive Summary	2
2. Purpose of the Study	5
3. Operating context - ERW contamination in Azerbaijan	5
4. Snapshot of ANAMA	
4.1 Organizational overview.....	6
4.2 Operational Capacity.....	7
4.3 Training capacity.....	8
5. Scope of Need and Potential Markets	10
6. The Existing Field: Current International Mine Action Training Providers	
6.1 Non-government entities.....	11
6.2 Commercial providers.....	12
6.3 State-supported military facilities.....	13
7. ANAMA's Market Niche	13
8. The Way Forward	
8.1 Role of Cooperation Agreements.....	14
8.2 Other possible sources of funding.....	15
9. Next steps	
9.1 Recommended immediate actions for ANAMA (1-6 months).....	16
9.2 Recommended longer-term actions for ANAMA (next 6-12 months).....	17
9.3 Recommended actions for UNDP.....	19
10. Annexes	
1. Existing ANAMA Mine Action Training Courses	20
2. Sites visited / Departments and organizations consulted.....	22
3. Documents reviewed	23

Acronyms and abbreviations used

ANAMA	Azerbaijan National Agency for Mine Action
APMBT	Anti-personal Mine Ban Treaty (or Ottawa Convention)
BAC	Battle Area Clearance
CPADD	Centre de Perfectionnement aux Actions Post-Conflictuel les de Deminage et Depollution (Benin)
CDC	Centres for Disease Control
CROMAC	Croatian Mine Action Centre
DFID	Department of Foreign International Development-UK
EC	European Commission
EOD	Explosive Ordinance Disposal
GICHD	Geneva International Centre for Humanitarian Demining.
GIS	Global Information Systems
GoA	Government of Azerbaijan
GPS	Global Positioning Systems
HDTC	Humanitarian Demining Training Centre (US Govt.)
HMA	Humanitarian Mine Action
ICBL	International Campaign to Ban Landmines
ICRC	International Committee of the Red Cross
IED	Improvised Explosive Device
IMATC	International Mine Action Training Centre (Kenya)
IMAS	International Mine Action Standard
IMSMA	Information Management System for Mine Action
IO	International Organization
IOM	International Organization for Migration
ISSEE	International School for Search and Explosives Engineers
ITF	International Trust Fund
LIS	Landmine Impact Survey
LNGO	Local Non-Government Organization (i.e. national)
NCDR	National Committee for Demining and Rehabilitation - Jordan
NMAC	National Mine Action Centre
MAG	Mines Advisory Group
MDD	Mine Detection Dog
MDM	Mechanical Demining Machine
MRE	Mine Risk Education
MVA	Mine Victim (or Mine Survivor) Assistance
NATO	North Atlantic Treaty Organization
NAMSA	NATO Maintenance and Supply Agency
NCDR	National Committee for Demining and Rehabilitation (Jordan)
NMAC	National Mine Action Centre
NPA	Norwegian Peoples' Aid
PfP	Partnership for Peace Trust Funds (NATO)
SEEMACC	South-Eastern Europe Mine Action Coordination Council
SHA	Suspected Hazard Area
TA	Technical Assistance
TSQAD	Training, Survey and Quality Assurance Division - ANAMA
UNDP	United Nations Development Programme
USEUCOM	US European Command
UNMAC	UN Mine Action Centre
UNMAS	UN Mine Action Service
UXO	Unexploded Ordinance
WB	World Bank

1. Executive Summary

Purpose of the study and structure of the report

The following report documents the findings and recommendations of a feasibility study commissioned by UNDP under the mantle of its ongoing support to mine action in Azerbaijan. As recommended in a 2008 UNDP outcome evaluation, the study was tasked with examining the "existing capacities of ANAMA, as well as techniques and facilities to recommend on the possibility of converting ANAMA to an International Center for Mine Action (IMC)"¹.

The report provides an overview of ANAMA's current operational capacity, training capability, and likely market niches that an IMC based in Azerbaijan could fill. It also describes the principal field of existing training providers. The conclusion of the report outlines a number of recommended steps, immediate and longer-term, that ANAMA and UNDP may wish to consider in advancing the establishment of an International Centre for Mine Action in Azerbaijan.

Snapshot of ANAMA

In the ten years since ANAMA was established, the Agency has grown into a mature, well-managed and technically competent mine action organization. It has a well-resourced and international standard training capability; developed primarily to fulfill its own planning, quality management and technical guidance functions, but also to support establishing a broad mine action capacity within the country.

ANAMA enjoys a strong international profile and emerging recognition as a regional 'centre of excellence'. It has played a key role in developing the mine action capacity of several neighbouring countries and has been sought to assist the transition of international operations to national management by one of the largest mine action programs in the world.

The Markets – who's buying and who's selling

While there are a number of mine action organizations and commercial companies with substantive training capabilities, these resources are commonly committed to developing national capacity under the mantle of providing contracted clearance services. The few organizations that do specialize in mine action training fall into one of two distinct camps: those focused primarily in the fields public policy, program management or research and development -such as the centres attached to Cranfield and James Madison Universities- or providing training in technical mine action operations. This field is further divided between non-Government providers, commercial companies or state-supported military facilities. Of the NGO providers, two are based in Africa and the other, GICHD in Geneva.

The most immediate market for an IMC based in Azerbaijan could encompass some 28 states spread across South-Eastern Europe, Eastern Europe and Central Asia, though there is potential to attract clients from outside these regions. Apart from the Regional Centre for Underwater Demining in Montenegro, there are no other international mine action training centers operating in the above regions.

ANAMA's market niche

There are several key market niches that ANAMA could aim to fill with an International Centre for Mine Action (IMC). First and foremost is the need for specialized training in clearance and demolition of abandoned munitions and remediation of ERW contamination; areas of particular relevance to many of ANAMA's geographic neighbours. Stockpile destruction would also fall under this category.

Another niche concerns the nature of training and capacity building that ANAMA is keen to offer; a model based on organizational accompaniment and partnership. The current cooperation agreement with the Afghanistan Demining Centre is a good example of this type of approach; one where trainees are provided a continuum of practical support and guidance in implementing new skills and learning upon returning to their organization.

The other key remaining niche is that of geographic location and regional access. Outside of the Croatian Mine Action Centre (CROMAC) and the Regional Centre for Underwater Demining in Montenegro, there are few other HMA organizations in South-Eastern Europe, Eastern Europe or Central Asia that are in a position to mount a project such as the International Centre contemplated by ANAMA.

All indications suggest there is a definite market for a regionally-placed facility such as the IMC envisaged by ANAMA, and that ANAMA is well-positioned, geographically, organizationally and technically to assume such a role.

The Way Forward

Ultimately, the viability of establishing an International Centre for Mine Action in Azerbaijan will rest on how well ANAMA can package and market its training products and technical services. Central to this however will be the level of political commitment and support ANAMA can garner for the project from within the Government of Azerbaijan itself; particularly in terms of promotion of the Centre to key actors within the immediate geographic region.

In this respect, the use of bi-lateral cooperation agreements (whether Government to Government as in the case of Afghanistan and Georgia, or agency to agency as with CROMAC and NCDR) may represent the most effective and cost efficient way for ANAMA to 'test the water' and push forward with the establishment of an IMC. It is essential however that ANAMA be able to clearly demonstrate the impact of its capacity development efforts provided under such arrangements. The current Cooperation Agreements with Afghanistan and Georgia offer perfect opportunities to do this. Thorough evaluation of training outcomes will help build a sound evidence-base to advocate for the continued use of such Agreements and hopefully pave the way for advancing establishment of an IMC.

Key Recommended Actions

For ANAMA

- Define follow-up procedures and outcome monitoring systems, particularly for trainees received under bi-lateral cooperation agreements such as those in place with Afghanistan and Georgia. Equally, ensure such monitoring feedback is fed into course review, modification and development processes.
- Determine per unit cost schedules for all training courses currently on offer. Review existing accounting procedures to ensure all income and expenditure associated with external training can be adequately tracked and reported. Separate activity coding should be introduced for all external training as well as independent monitoring.
- Review existing training content and practice in each perceived 'field of excellence' to ensure conformity, firstly with ANAMA's own SOPs/practice and secondly, parity with accepted industry benchmarks, IMAS and other 'good practice' guidelines. Amend/modify courses where believed necessary.
- Personnel and asset deployment planning will need to be strengthened and facilities at the Goyol centre expanded if ANAMA wishes to offer concurrent training (either to different participant groups or in different thematic areas).

- Explore partnerships with national actors that would complement ANAMA's existing training capacity; equally training partnerships and inter-agency exchanges with international bodies such as GICHD, NCDR and national Mine Action Centres.
- Build upon existing relations with the UNDP country office and UNDP Bureau of Crisis Prevention and Recovery to promote ANAMA services among other UN agencies (e.g. UNICEF, UNOPS, OCHA) located throughout southern Europe, the Caucasus, CIS and Central Asia regions.

For UNDP

- Support with facilitating relations and promoting ANAMA's services among sister UN agencies, higher education and training bodies, bi-lateral and IO funding facilities. Particular emphasis on promoting ANAMA as a mine action technical resource to other UNDP country offices supporting Mine Action Capacity Building Programmes.
- Support of ANAMA orientation/fact-finding visits to like Mine Action Training facilities if such visits were deemed useful by ANAMA & UNDP.
- Technical assistance with developing specific business plans, formulation of marketing strategies and design of promotional/informational materials.
- Financial and logistic support of regional activities showcasing ANAMA's operations and technical training capabilities.

2. Purpose of the Study

UNDP has now worked for some ten years with the Azerbaijan State Commission for Rehabilitation and Reconstruction and the Azerbaijan National Agency for Mine Action (ANAMA) to build an effective, comprehensive mine action capacity in the country.

UNDP recognizes that ANAMA has much to offer the wider mine action community in terms of its experience and technical capacity, and through funding this study hopes to determine the viability and subsequent actions required to establish an international mine action technical operations training facility in Azerbaijan¹.

Specifically the study was tasked to:

- Assess the existing services and material resources of ANAMA from the perspective of establishing an IMC
- Identify potential services that could be offered internationally by ANAMA
- Determine the international outreach of an IMC (who would it serve and in what region)
- Identify what actions, institutionally and externally, would be required to support ANAMA in establishing an IMC
- Determine what activities could be included in the new phase of UNDP support to ANAMA to facilitate moving ahead with the idea of an IMC
- Recommend possible resource mobilization activities required to attract funding for the establishment of IMC in Azerbaijan.

3. Operating context - ERW contamination in Azerbaijan

ERW contamination in Azerbaijan is largely a result of mine laying and battle debris left over from the 1988-1994 territorial conflict with Armenia over the autonomous Azerbaijan region of Nagorno Karabakh.^[2] Extensive caches of abandoned explosive ordnance (AXO) in and around the former Soviet ammunition storage area at Saloglu, Agstafa district, as well as other ex-Soviet military bases located throughout the country also present significant problems^[3]

A general survey of contamination was undertaken in 2001, followed by a Landmine Impact Survey (LIS) of 18 war-affected districts from September 2002 to June 2003. The LIS identified 480 mine-impacted communities and a further 163 impacted by ERW. In total, 970 Suspected Hazard Areas (SHAs) were identified, covering an estimated 736 kms² of territory and affecting more than 500,000 people.^[4] The greatest impact from contamination in the country is said to be on pasture and cropland (both rain-fed and irrigated), although some roads and water sources are also reportedly affected.^[5]

In late 2006, ANAMA undertook a 'Resurvey' of 11 severely mine/UXO affected districts, resulting in the elimination of duplicate Suspected Hazard Areas (SHAs) and reducing the estimated scope of mine and ERW contamination to an area of 306 kms². Development and trialing of land release methodology over the course of 2007 and 2008 saw this estimate further reduced to 268 kms². From early 1991 to the end of July 2008, there were 2,334 landmine and UXO casualties registered. Of these, 273 were children (227 injured and 46 killed). A majority of the adult casualties were men between 18 and 44 years old.^[6]

4. Snapshot of ANAMA

¹ It is understood the training to be offered by ANAMA at its International Mine Action Centre would be of a technical and operations nature, drawing on the Agency's cumulative experience and developed capacity. ANAMA does not intend to replicate the efforts of other organizations already providing capacity development in senior and strategic level mine action management.

4.1 Organizational Overview

The Azerbaijan National Agency for Mine Action (ANAMA) was established in July, 1998 under the direction of the State Commission for Reconstruction and Rehabilitation. It is responsible for national-level mine action planning and coordination; fund raising; standards and quality management and licensing of operators. Its Director, Mr. Nazim Ismaylov is advised and supported an inter-ministry Joint Working Group, though according to the ICBL 2008 Landmine Monitor, this Group has not met since 2005; rather, ANAMA now deals with concerned ministries and state bodies on a bilateral basis.^[7]

UNDP has provided financial and technical support to ANAMA since the inception of the joint Government of Azerbaijan-UNDP Mine Action Programme in April 1999. In 2005 however, ANAMA and UNDP agreed that continued Technical Advisor support was unnecessary and the remaining position phased out. UNDP support to ANAMA today consists mainly of support with resource mobilization and management of the Azerbaijan Mine Action Trust Fund.

In 2007, ANAMA's combined annual budget was just under five and a half million US Dollars, almost 70 percent of which was provided by the Azerbaijan Government.^[8] Other major donors for that year included the US Government, NATO PFP Fund (Saloglu project specific) and Foundation World Without Mines. Although ANAMA continues to rely partially on international development assistance, the funding commitment of the Azerbaijan Government has grown enormously; from 27 percent of the Agency's budget in 2000, to 70 percent in 2007. Few other mine action agencies worldwide can boast such levels of national support.

As highlighted in a 2005 World Bank (WB) evaluation of demining activities in Azerbaijan, ANAMA is an "efficiently structured organization"^[9], consisting of a headquarters located in the capital Baku, a Regional Office in Fizuli, a Regional Training Centre in Goygol and three operational centres in Terter, Agjabedi and Aghstafa districts. Headquarter staff are divided among seven departments (Operations, Mine Risk Education, Information, Planning and Development, Finance and Support Services) and a Training, Survey and Quality Assurance Division (TSQAD); the latter -for reasons of regulatory independence- with its own management and reporting lines to the Director. Complementing the HQ based departments are Offices of Information Technology, Public Relations and executive secretarial support.

At the end of 2008, ANAMA comprised 383 staff; 253 employed in operational roles and 130 in administrative support. In addition to its own mine action capacity,^[10] ANAMA contracts two national non-governmental organizations, Dayag (Relief Azerbaijan) and the International Eurasia Press Fund (IEPF) to undertake clearance operations. Together these two NGO contractors employ some 158 staff.^[11]

The Agency developed its first five-year National Mine Action Plan in 2003 drawing on the results of the 2001 Level One Survey and 2002/2003 Landmine Impact Survey. The current 2008-2013 Plan has been further informed from data gathered during the 2004 Mine Survivors Need Assessment and Resurvey of 11 ERW affected districts undertaken in 2006.

4.2 Operational Capacity

In the ten or so years since ANAMA's inception, the Agency has grown into a mature, well-managed and technically-competent mine action organization. The Agency fulfils a variety of functions; from overseeing national planning and coordination, to industry regulation, quality management and service procurement. It is also a very effective mine action operator in its own right, providing comprehensive survey, clearance and specialized EOD responses. Even so, the Agency recognizes the importance of building broader national capacity and has vested considerable effort and resources in developing a comprehensive training capability.

The Agency manages its divergent roles through a series of multi-partite working groups, institutional partnerships and by drawing on its own planning, information and operations capabilities. From the outset, ANAMA endeavored to mainstream mine action among its Government and civil society partners wherever possible. This has led to a number of highly successful partnerships with the result that almost all Mine Risk Education and Mine Victim Assistance responses are now largely owned and implemented by government and civil society actors.^[12] This has been one of ANAMA's most noted successes and well worthy of sharing with other mine action agencies worldwide.

ANAMA is highly conscious of the need to maintain a strong operational capacity in areas critical to its planning, quality management and technical guidance functions, and has been progressively acquiring a comprehensive range of mine action assets that will allow it to perform these roles effectively and efficiently.^[13] It has also made a similar investment in capacity development of its HQ and operations staff, particularly in the areas of program planning and management, as well as several key operational fields; land release¹, technical survey (including use of DGPS spatial information) and integration of MDD and MDM in clearance operations being among the most pertinent.

As noted in the 2008 evaluation of UNDP support of the Azerbaijan National Mine Action Programme^[14], two key projects in particular attest to the operational and technical competence of the Agency. The first is the Zobjug project in Fizuli district, comprising the clearance of 34 kms² for the construction of seven new settlements, enabling the return of 2,000 internally displaced families; the second, clearance of a large ammunition depot in Saloglu, Agstafa district, detonated by the departing Russian military in 1991 and scattering munitions over a 44 km² area. Independent assessments of both projects have not only praised ANAMA's technical competency and operational efficiency, but commended its innovative use of available technology in addressing the tasks assigned.^[15]

ANAMA has developed a multi-tiered Mine Risk Education (MRE) strategy involving key partnerships with the Ministry of Education, Department of Civil Defense, IOs, NGOs and local media services. The Agency's Mine Victim Assistance strategy uses a similar approach, focusing more on resource mobilization and advocacy than direct service provision *per se*. Services to mine/ERW survivors under ANAMA's Victim Assistance project include facilitating access to legal and physical rehabilitation services, vocational training and education and establishment of peer support groups, small business training and micro-credit projects.

4.3 Training Capacity

TSQAD structure

The Training, Survey and Quality Assurance Division (TSQAD) is divided into three sections: Training and Monitoring; Resurvey; and External Quality Control / Final Sampling. The training and monitoring section consists of four permanent instructors and a Team Leader, though when needed, additional support can be drawn from other TSAQD sections or through temporary redeployment of senior operations staff from the field. The Agency periodically runs Training of Trainers courses to ensure the quality and effectiveness of such backstopping.

Technical competency and experience in training delivery

The TSQAD comprises a core of highly trained and experienced staff with developed competencies in basic HMA as well as a number of specialized fields (e.g. treatment of Improvised Explosive Devices (IEDs), house and railway clearance, integration of MDD and MDM in Technical Survey and clearance operations, use of Differential Global Positioning Systems - DGPS). The Division's technical capacity has been built over the past several years by trainers from the US military (US Navy, USEUCOM, US Defense Intelligence School), Technical Advisors from a number of leading HMA organizations (NGOs and commercial companies) and through international training institutions such as James Madison & Cranfield universities.¹⁶ Staff have also received specialized training in deep search and UXO detection methods from several manufacturers (e.g. Institute DR. FOERSTER and Vallon).

Since 2002, the Training and Monitoring section has delivered some 80 courses covering entry-level competencies in basic HMA to advanced operations in railway clearance and demining operations integration. The principal fields of training have included:

- Basic Demining Operations, Technical Survey and Operations Safety
- Demining operations integration
- First Aid, Field Paramedics and Medical Evacuation
- Map reading and GIS
- EOD (IMAS Levels 1 & 2)
- Railway clearance
- Team/Section Leaders training
- Site management and supervision
- Explosive storage and transportation
- Mine Risk Education instruction

In addition to meeting its own staff development needs, ANAMA has trained national operators in Chechnya, Ingushetia, Georgia and Tajikistan, as well as two national NGOs, Dayag (Relief Azerbaijan) and the International Eurasia Press Fund (IEPF) tasked with managing clearance operations in Goranboy, Khojavend and Terter districts.

Training capabilities

ANAMA states it is able to provide IMAS compliant training programs in the following areas:

- General and Technical Survey
- Differential Geographic Information System (DGIS) and spatial data mapping
- IMSMA and Mine Action information management
- Basic Humanitarian Demining
- EOD Operations (IMAS levels 1 & 2)
- Explosive storage and transportation
- Ammunition Storage Management and Ammunition Storage Area (ASA) clearance
- Battle Area Clearance (including use of FEREX 4.032 Detection System DLG-GPS)

- Mine Dog Detection and dog handling
- Use of mechanical assets in clearance operations
- Integration of Mine Detection Dogs & Mechanical assets in Mine Action operations
- House and railway clearance
- Management of IEDs
- Area Reduction/Land Release Methodologies
- Mine Risk Education
- Survivor/Victim Assistance need assessment and response planning
- First Aid/Field Paramedic training
- Section & Team Leadership; Field Supervision & Management
- Training of Trainers
- Quality Assurance and Quality Control
- Logistics and Supply Management

The proximity of the Centre to several of ANAMA's current operations sites, namely the Saloglu munitions clearance project in Agstafa district and clearance operations in Goranboy and Terter districts provide the opportunity for visits to site operations and live practice.

Training facilities and amenities

ANAMA's principal training centre is located in Goygol district (formerly Khanlar), some 360 kms west of the capital city Baku and approximately 10 km from Ganja, the second largest city in Azerbaijan.

Facilities at Centre consist of two training rooms equipped with LCD projectors, one of which is currently disposed as a conference/meeting room (maximum capacity 24 persons each); three separate accommodation quarters, offering either triple rooms or dormitory style sleeping (each quarter has its own attached, yet shared bathroom facilities); a large meals/communal area and internet library (at present only with dial-up internet connection though installation of high-speed ADSL connectivity is in process). The Centre can accommodate up to 46 persons. There is also the choice of hotel accommodation in Ganja if alternatives to shared-lodging at the Centre are required. In this case, the Centre is able to provide daily transfers to and from Ganja city.

The Centre is equipped with sufficient demining tools, Personal Protection Equipment (PPE) and paramedic services to support the conduct of practical clearance and EOD exercises for a minimum of 20 trainees (Technical Survey capacity is currently limited to 10 persons).¹⁷ It also possesses a number of 'state of the art' training aids, such as the D-Mine simulation system² and advanced CPR and acute trauma care simulators. The Centre also possesses an extensive range of verified explosive-free munitions for identification purposes, cut-away mine and UXO models for training in fuses and fuse-arming and various types of detectors, locators and search heads used in manual demining and BAC. MDD and mechanical assets (mini & midi ground-penetrating flails & EODBOT - Bobcat T250) are also available where needed to complement training in operations integration.

² D-Mine (Ame Nordstrom Mechanical Inc.) is a manual clearance training aid utilizing wireless AP mine models capable of detecting and transmitting pressure sensitivity to a central control, enabling instructors to monitor an individual's performance of manual clearance drills.

5. Scope of regional need and potential markets

Though casting a relatively wide net, the geographic 'catchment' of an International Centre for Mine Action based in Azerbaijan could feasibly extend from Croatia in the west to Xinjiang province of western China in the east; and from the Russian Federation in the north to northeastern Iran in the south. In total, an area covering at least five distinct regions³ and some 28 states, of which approximately 90 percent are reported to be affected by mines and/or ERW contamination¹⁸.

13 of those states have functioning National Mine Action Centres. Responsibility for mine action among the remaining countries rests with either government authorities, some of whom have contracted in local NGO or international operators, or national Ministries of Defense and/or Interior. In the latter case, operations are often shared between national militaries and law enforcement agencies. In countries such as Georgia, responsibility has been divided between military and civilian sectors. Landmine Monitor Reports suggest that many such joint military-civilian arrangements are functioning well. The nature and scope of responses among solely military-led operations however varies considerably between countries. The Turkish Government for example has established a specialized mine clearance unit within its army, fully equipped with Mine Detection Dogs and mechanical demining machines. Operations in Belarus and several Central Asian republics on the other hand are predominantly managed by small EOD and clearance teams located within army engineering units.

Though some of these latter states could be interested in the services of an IMC⁴, the principal markets are more likely to be among countries where programs are transitioning from international to national management. The Afghanistan Demining Centre would fall under this category.

The other major potential market would be among established mine action agencies seeking to upgrade existing capacities (IMAS EOD Levels for example) or develop new capabilities in specialized fields (such as remediation of ammunition storage and weapons testing areas, training in new land release methodologies, or use of spatial data for prioritization and planning).

In a similar vein, it is highly likely that as levels of mine contamination are steadily reduced, national attention will turn to addressing issues of residual UXO and battle area debris. In this process, many national operators, including established Mine Action Centres may require support in making the transition from demining operations to BAC and EOD. The Cambodian Mine Action and Victim Assistance Authority (CMAA) commissioned a scoping mission of this sort in 2006, and it is understood that the Tajikistan MAC is conducting a similar exercise at present.

Considering all of the above, there would appear to be a definite market for a regionally-placed facility such as the IMC envisaged by ANAMA, and that ANAMA is well-positioned, geographically, organizationally and technically to assume such a role. The viability of such a venture however will depend largely on how successfully ANAMA can package and market its training products and technical services.

The modality of technical assistance and training will likely vary according to the particular market. In a transitional context such as in Afghanistan, an institutional development approach comprising inter-changes of organizational experience and knowledge⁵, supported

³ Eastern Europe, Northern and Central Asia, East Central and South-East Europe.

⁴ Principal among these would be the territories of the northern Caucasus such as Chechnya, Ingushetia, Dagestan and North Ossetia; Georgia and South Ossetia; Kazakhstan, Kyrgyzstan, and Uzbekistan; Belarus, Turkey and Iran.

⁵ Such as the Tajikistan visit, sponsored under the UN Mine Action Exchange Programme.

by on-going training and technical guidance may be the most appropriate (similar to the approach currently employed under the existing non-military assistance cooperation agreement between the Governments of Azerbaijan and Afghanistan). Alternatively, requests from established operators for upgrading of competencies or training in specialized fields could be offered as conventional stand-alone courses.

6. The Existing Field: International providers of Mine Action Training

While many Humanitarian Mine Action organizations and commercial companies possess substantive training capabilities⁶, these resources are more often than not committed to building the capacity of host countries -whether governmental or non-governmental- to eventually assume management of contracted operations.

The actual number of organizations providing 'stand-alone' training services is relatively small, and of those, almost half are primarily focused on enhancing program management, policy formulation or research and development of new mine action technologies.⁷ In fact, the number of organizations providing training in technical operations such as EOD, BAC or MRE is quite limited. This field is further split between non-Government providers, commercial companies and state-supported military facilities.

Information on providers from the latter grouping is offered primarily as an orientation to the overall field. The closest contenders to the sort of training operation or 'centre of excellence' envisaged by ANAMA are the IMATC in Nairobi, CPADD in Benin, GICHD in Geneva and ISEE located in the UK.

6.1 Non-Government entities

International Mine Action Training Centre (IMATC) - Nairobi, Kenya

IMATC is a mine action training venture of the British and Kenyan armed forces (including personnel from the Combined Joint Task Force-Horn of Africa), managed in cooperation with the UK Guernsey-based Mine Awareness Trust.^[19] The Centre which opened at Embakasi Garrison on the outskirts of Nairobi in 2005, currently offers training for Field Technical Advisors (FTA) and EOD operators (IMAS levels 2, 3 and 4).^[20] The centre is purpose built, comprising lecture facilities, in and outdoor demining areas and accommodation for more than 200 students. Training is provided in English. A Field Technical Advisors course, covering IMAS Level 2 EOD operations and lasting 28 days is quoted at GBP 2,400.00 (USD 3,885.00). A similar course at IMAS Level 3 costs GBP 3,300.00 (USD 5,340.00).

West African Centre for Humanitarian Mine Action Training (CPADD) - Cotonou, Benin

The West African Mine Action Training Centre, more commonly known as CPADD - Centre de Perfectionnement aux Actions Post-Conflictuelles de Déminage et Dépollution) was opened in 2003 with support of the French Government.^[21] The Centre currently offers training in EOD (IMAS levels 2 & 3), Mine Action Operations, Platoon Leadership, Quality Assurance/Quality Control and Training of Trainers (Humanitarian Demining)^[22]. Other areas of expertise include Basic Humanitarian Demining, Mine Risk Education and Stockpile Destruction. Plans are underway to develop a senior manager's training program.

⁶ This includes UN and national Mine Action Centres, international NGOs such as Danish Demining Group, Halo Trust, MAG and various commercial operators (Armor Group, BACTEC, GEOMINES S.A.S, MineTech, RONCO)

⁷ Organizations such as the Geneva International Centre for Humanitarian Demining (GICHD⁷); James Madison University Mine Action Information Center (MAIC) in Virginia; National Committee for Demining and Rehabilitation (NCDR) – Jordan; and Cranfield University Mine Action Unit in the UK

The centre comprises purpose-built training facilities with a capacity of 24 trainees. 20 places on each course are typically reserved for African military officers, leaving four places for HMA candidates. Training can be provided in French, English or Portuguese. As of 2007, training costs were EUR 50.00 per day per trainee. Typically, an IMAS Level 2 Explosive Ordnance Disposal Course comprising 45 days of training costs EUR 2,250.00 (USD 3,138.00) per participant.

Geneva International Centre for Humanitarian Demining (GICHD) - Geneva, Switzerland

The GICHD works for the elimination of anti-personnel mines and for the reduction of the humanitarian impact of other landmines and explosive remnants of war.^[23] To this end, the GICHD, in partnership with others, provides operational assistance, creates and disseminates knowledge, improves quality management and standards, and supports instruments of international law, all aimed at increasing the performance and professionalism of mine action.

Technical operations training offered by the GICHD include Mine Risk Education, Animal Detection, Mechanical Applications in Demining, Manual Mine Clearance and Information Management in Mine Action (IMSMA).^[24] The GICHD's training and advisory services are typically offered at no-cost or on a partial cost-recovery basis. Training is generally conducted in-situ at a location nominated by the requesting organization/agency.

6.2 Commercial Providers

International School for Search and Explosives Engineers (ISSEE) - Chilmark, UK

ISSEE is an established centre of competence in search, explosives and security training offering multi-level courses in Improvised Explosive Devices, Booby Traps, EOD (IMAS levels 1,2,3), and Explosives Storage.^[25] The school conducts training using English as a second language.

ISSEE is located in 55 acres of grounds containing classrooms as well as indoor and outdoor practical training areas and has the necessary permissions to conduct on-site live explosives training and demonstrations. Costs for EOD IMAS Level 2 and 3 courses are quoted as £3,915.00 (USD 6,628.00) per participant.

BACTEC - Kent, UK

BACTEC (Battle Area Clearance and Training Equipment Consultants) is a grouping of commercial EOD/Mine Action companies operating in various regional locations, including southern and northern Africa, the Middle East, SE Asia and Australasia. Their South East Asia operations offer training in UXO search, clearance and disposal along with similar courses dealing with IED threats. BACTEC has been providing services globally for 18 years and to date has carried out contracts in over 40 countries.

BACTEC provides high quality, independent specialist services on all matters relating to explosive ordnance contamination. All work is carried out to IMAS or National Technical and Safety standards as well as BACTEC's project specific SOPS. There was no response to inquiries about training syllabi or costs.

Combat Systems Limited - EOD Training Consultancy - Cornwall, UK

Combat Systems Limited is an independent British registered consultancy firm which specializes in the training of military or para-military units in underwater mine clearance, landmine disposal and clearance, bomb disposal, reconnaissance, surveillance and counter-terrorist operations.^[26] Combat Systems Ltd also provides a consultancy service for clients without their own expertise in the fields of: EOD operations, Battle Area Clearance, and

computer software for military applications. There was no response to inquiries about specific training syllabi or costs.

6.3 State-supported military facilities

US Department of Defense Humanitarian Demining Training Centre (HDTC) - Missouri, USA

The HDTC forms part of the US Government's support for Humanitarian Mine Action using a "Train the Trainer" methodology of engagement.²⁷ Training is offered in HMA Management, non-standard Mine Detection, HMA Monitoring, HMA Demining as well as tailored HMA courses. Courses blend classroom work with hands-on field exercises.²⁸

Training areas include a simulated regional mine action centre (RMAC) from which demining operations are planned and managed, and a mine action training area of roughly 40,000 square meters for technical survey and practical demining exercises.

Swedish EOD and Demining Centre (SWEDEC) - Eksjö, Sweden

SWEDEC, the Swedish EOD and Demining Centre, was established in Eksjö under the 1996 Defence Resolution and is Sweden's centre of excellence in the field of ordnance disposal and mine clearing.^[29] Personnel include experienced researchers, ordnance engineers, officers and other people with extensive knowledge and experience of demining operations, both military and humanitarian.

7. ANAMA's Market Niche

There are several key market niches that ANAMA could aim to fill. First and foremost is the need for training in clearance and demolition of abandoned munitions and remediation of widespread ERW contamination in general. Stockpile destruction would also fall under this category. Many countries within the potential geographic 'catchment' of an IMC based in Azerbaijan face significant BAC tasks, most as a result of recent conflicts though also from residual WW1 and WW2 explosive debris. In addition, a number of countries within the Commonwealth of Independent States confront significant tasks in clearing ammunition storage and weapons testing areas.

Given ANAMA's experience with the [Saloglu UXO project](#), as well as large area clearance undertaken in Zobjug, Fisuli, the Agency is well-positioned to respond to training need in a number of such specialized fields. In particular, operational integration of MDD and MDM in Area Reduction, Technical Survey and BAC; remediation of large-scale ammunition storage sites and weapons testing areas; emergency UXO responses and demolition of bulk munitions.

Another particular niche concerns the nature of training and capacity building the Agency is keen to offer. While still retaining the option of providing stand-alone courses, it is clear from discussions with TSQAD staff that ANAMA believes organizational accompaniment and partnership provides a more effective model for capacity building. In this sense, the Agency's vision of an International Centre for Mine Action would perhaps be better described as a 'centre of excellence and learning' more than a routine training facility. The current cooperation agreement with the Afghanistan Demining Centre^[30] is a good example of the type of approach ANAMA wishes to pursue; one where trainees are provided a continuum of practical support and guidance in implementing new skills and learning upon returning to their organization. Similar approaches are being contemplated for training requests received from Georgia and Tajikistan.

ANAMA has a strong international profile, gained in part through its involvement with multi-lateral bodies such as the NATO PFP Trust Fund and SEEMAC as well as long-standing

partnerships with USEUCOM and NATO/NAMSA (such relationships are particularly important in terms of the supporting the credibility of a HMA organization within military circles). It has contributed to building indigenous mine action capacity in Chechnya, Ingushetia, Georgia and Tajikistan and has acted as a project contractor and manager with ITF and OIM in the area of victim assistance for some years. Outside of the Croatian Mine Action Centre and the Regional Centre for Underwater Demining in Montenegro, there are few other HMA organizations in South-Eastern Europe, Eastern Europe or Central Asia that are in a position to mount a project such as the International Centre contemplated by ANAMA.

Other key strengths of ANAMA include:

- Ability to link theoretical mine action training to on-going Survey, Technical Survey, Clearance, EOD, Land Release and Quality Assurance operations.
- Proven training capacity in most pillars of Humanitarian Mine Action. Substantial experience in provision of training to national Mine Action Centres (Tajikistan, Georgia), NGO operators (Azerbaijan, Chechnya, Ingushetia), international organizations (ICRC and Azeri Red Crescent Society) and private sector contractors (Baku-Tbilisi-Ceyhan pipeline Company).
- Substantial operational experience in several key 'niche' areas, including Ammunition Storage Area and Battle Area Clearance; Integration of MDD and mechanical assets; Area Reduction/Land Release; Differential Geographic Information Systems; Operations and Information Management, Quality Assurance and Quality Control.
- Highly-experienced, multi-lingual trainers (Azeri, Russian, English - further capacity in other regional languages including Arabic, Farsi). Well-resourced training facilities served by a comprehensive range of mine action assets.
- NATO/NAMSA and USEUCOM accreditation in key mine action operations.
- Comprehensive engagement with the international mine action community. High level recognition among international organizations, UN agencies and national Mine Action Centres.
- Strategic geographic location; well-served by international air connections to Southern Europe, Commonwealth of Independent States and Central Asia.
- Well-developed organizational infrastructure and logistic capability. Strong political and financial underpinning of ANAMA from national government.

8. The Way Forward

8.1 Role of Cooperation Agreements

The use of bi-lateral co-operation agreements (whether Government to Government as in the case of Afghanistan, Georgia, Jordan and Slovenia, or agency to agency as with CROMAC and NCDR), would appear to be the most effective and **cost efficient** way for ANAMA to 'test the water' and assess levels of interest in its training and technical assistance services. Agreements of this sort offer several key advantages over other possible funding mechanisms.

Firstly, they provide greater scope for longer-term engagement and partnership building; key requisites for achieving the knowledge sharing and technical exchange that ANAMA would like to see come out of an IMC. Secondly, and perhaps most importantly, such Agreements help frame a range of sector-specific activities under one common development assistance strategy. **This provides for better integrated planning and inter-sector collaboration. It helps ensure that mine action technical assistance is not treated in isolation**

from other like inputs (such as in the fields of rural/economic development, land-use management or health and social services programming), and that strategic and operational relations between mine action authorities and relevant ministries/state bodies are better optimized.

Another key advantage of the Cooperation Agreements is that the assistance provided is funded from extra-budgetary sources. In this sense ANAMA does not have to invest in mobilizing resources to offset its own training costs or cover beneficiary subsidies. Logically, not all training requests will be framed under such development assistance arrangements. It would be strategic for ANAMA therefore to make the most of the existing cooperation agreements to advance the concept of an IMC with its own government as well as on the international stage. In fact, the cooperation agreements could prove to be the most appropriate platform for launching the idea of an IMC and cementing the first steps in formally establishing such a facility.

Without any specific proposals in hand, it is difficult to estimate what additional funding ANAMA may require in order to consolidate IMC operations. That being said, the report recommends several important and fairly immediate steps that may require additional funding. The first of these concerns orientation/fact-finding visits by ANAMA staff to the IMATC and/or CPADD (if deemed of value); the second, development of training syllabi and upgrading of instructor's competencies to provide IMAS Level 3 and 4 EOD training; and lastly, contracting technical assistance in business planning, marketing and development of promotional materials (if unable to be provided in-house by either ANAMA or UNDP – though ANAMA has the likely technical capacity, the question is more of staff availability given current workloads).

Equally, if demand begins to exceed existing course capacity -currently 10-30 at any one time depending on the area of training- consideration will need to be given to augmenting existing training personnel and equipment. The same applies with any future up-grading and expansion of existing facilities at the Goygol Centre. At present however, the Agency appears sufficiently equipped to meet likely market demand over the next 6-12 months. Promotion and marketing of the Centre, along with many of the other essential next steps outlined in sections 8.1 and 8.2 can most likely be met from existing budgets.

8.2 Other possible sources of funding

The UNDP outcome evaluation undertaken by Alistair Craig in December 2008, examined a number of issues related to the establishment of an IMC in Azerbaijan, one of which was identification of potential sources of funding for such a venture. Other than the above recommendation regarding the use of bi-lateral Development Assistance Cooperation Agreements, this study has little more to add to the body of information concerning potential funding than that what has already been presented to UNDP.

A summary of those findings are presented below:

The International Trust Fund (ITF) has been a source of funding for ANAMA and it is looking to expand its role overseas beyond its current limits. It is about to finalize a new strategy for 2009-2013 which allows it to seek a much wider role than hitherto. One of those new roles might be institutional capacity development and ANAMA would be well suited to help it.

The US government has previously referred to ANAMA as the 'jewel in its crown' and it may be willing to use it as a strategic training partner in nearby countries instead of sending in American organizations. The ITF and the US State Department already have a partnership arrangement.

Although the European Commission (EC) is presently providing no funding to ANAMA, in principle, it would be interested in funding cross-border (Good Partnership) activities. It has a significant fund for Georgia managed by EuropeAid in Brussels. There are other regional funds that could be used for work in the other countries. It is suggested that the Director should have discussions with the Delegate (when he is in post) to explore the possible availability of Good Partnership funding for his projects.

The United Kingdom (UK) operates what are called 'Conflict Prevention Pools' which are funds used to assist with conflict prevention, peace support and other related endeavours. The Department for International Development (DFID) -already a donor to ANAMA through UNDP- is one of the contributors to the Pool budgets. It is suggested that the Director also has discussions with the British Embassy to explore this possible source of funding to support his international projects.

9. Next Steps

9.1 Recommended immediate actions for ANAMA (within next 1- 6 months)

Training development

1. Review compliance of all existing training documents with IMAS 06.10 Management of Training guidelines (draft Edition 1 - awaiting endorsement), particularly those related to courses already requested.
2. Accelerate translation of all relevant training documents, including support materials and indicated reading into the languages of instruction (focusing on those courses already requested).
3. Expand recruitment and mine action familiarization training of English-language interpreters to support course instruction to non-Azeri and non-Russian speakers.
4. Consider translation of written tests into the languages of instruction.

Applicant screening and monitoring of training outcomes

5. Review course application and candidate screening processes. Ensure both are capable of providing sufficient information to properly inform course development (including review of content, structure & proposed methodology), participant selection and identification of special needs (language support, accommodation requirements, etc.). At a minimum, course applications should require submission of a summarized CV for each applicant (detailing relevant employment history and previous training completed), indication of desired learning outcomes, and a brief description of how training will benefit performance of existing or planned duties. It would also be useful to begin a dialogue with each client agency to assess their staff development plans and how ANAMA can best respond to their capacity building need. Even use of generic capacity and training need assessment tools would be helpful in this process and certainly recommended.
6. Define follow-up procedures and outcome monitoring systems, particularly for trainees received under bi-lateral cooperation agreements such as those in place with Afghanistan and Georgia. Equally, ensure such monitoring feedback is fed into course review, modification and development processes. There is considerable merit in ANAMA's desire to provide post-training support and technical guidance in-situ once trainees have returned to their organizations. To make the most of this however will require careful planning as to how to

best manage such input and ensure optimal outcomes at both individual and organizational levels. If not already in place, ANAMA will need to work with the DMC to identify relevant performance indicators, define appropriate milestones and decide how best to measure impact of such post-training support.

Planning, logistics and facility improvement

7. Determine indicative per-unit cost schedules for all training courses currently on offer. Review against comparable training products offered by like providers (NGO and commercial) and identify where adjustments are required to maintain pricing parity.
8. Review existing accounting procedures to ensure all income and expenditure associated with external training can be adequately tracked and reported. Separate activity coding should be introduced for all external training as well as independent monitoring. This will assist accurate budget forecasting and funds allocation, procurement planning and asset management. Depreciation on all fixed assets utilized for training should be factored in budgeting as a matter of course.
9. Formalize Agreements/Memorandums of Understanding with Ministry of Foreign Affairs in respect of expediting or fast-tracking the issue of on-arrival and extension visas for invited trainees.
10. Accelerate the establishment of an internet library at the training facility in Goygol (minimum 4 ADSL/Broadband connected terminals).

Cooperation and training partnerships

11. The initial viability of an IMC will depend largely on the level of political commitment and support ANAMA can garner for the project from the Government of Azerbaijan. In fact, the support of Foreign Affairs in promoting the IMC within nearby regions will be just as important if not more so than government financing of the project. In this sense it is essential that ANAMA be able to clearly demonstrate the impact of its capacity development efforts. The current Cooperation Agreement with Afghanistan provides a perfect opportunity to do this. Along with formulating a detailed post-training support program, ANAMA should ensure a thorough evaluation of all terminal outcomes. This will help build a sound evidence-base to advocate for the continued use of such Agreements as a way of advancing the establishment of an IMC.
12. Priority should be given to defining concrete actions that would help 'operationalize' the inter-agency Cooperation Agreements made by CROMAC and NCDR. Some of the suggestions made under point 5, "Recommended actions for UNDP" could be developed under the mantle of these cooperation agreements.

9.2 Recommended longer-term actions for ANAMA (next 6-12 months)

Training development

1. Open discussions with the IMATC or CPADD with a view to determining the value and interest of either both centres in hosting an orientation and assessment visit by ANAMA TSQAD staff.
2. Research the likely need for IMAS Levels 3 and 4 EOD training among existing clients (Afghanistan, Georgia, Tajikistan) and other potential regional clientele.

If such need and interest is substantiated, ANAMA will need to act on the development of course syllabi and upgrading of trainer's competencies where needed, particularly if the Agency wishes to maintain training parity with the IMATC and CPADD.

3. Review existing training content and practice in each perceived 'field of excellence' to ensure conformity, firstly with ANAMA's own SOPs/practice and secondly, parity with accepted industry benchmarks, IMAS and other 'good practice' guidelines. Amend/modify courses where believed necessary.
4. Continue development of trainee follow-up procedures, course evaluation, tools and outcome monitoring systems.

Planning, logistics and facility improvement

5. ANAMA will need to consider how it intends to maintain field-based practice as part of training offered at Goygol once the Saloglu project and other nearby clearance work in Goranboy and Terter districts concludes. If the intention is to maintain a certain area of the Saloglu site as an on-going training ground for clearance and EOD exercises, the current costs of securing the site, its designated demolition areas and existing explosives storage facilities will need to be factored and assumed by the Agency. These expenses are currently project funded.
6. Personnel and asset deployment planning will need to be strengthened and facilities at the Goygol centre expanded if ANAMA wishes to offer concurrent training (either to different participant groups or in different thematic areas). Though ANAMA states that it has sufficient technical and operations staff trained as trainers to manage concurrent courses, to do so will require a high degree of organizational flexibility, well-developed deployment planning, and a commensurate capacity to backfill essential positions in the field. Equally, though theoretically the Goygol centre can accommodate up to 46 persons, half of his capacity is comprised of two large shared dormitories which, while considered adequate for ANAMA staff, may not be viewed so by external participants.

Strengthening training partnerships and international marketing

7. Explore partnerships with national actors that would complement ANAMA's existing training capacity. This could involve collaborative ventures with national universities, training institutes and research facilities in areas of GIS, public health and epidemiology, statistics, communication and adult education methodologies, public administration and management.
8. Explore training partnerships and inter-agency exchanges with international bodies such as GICHD, NCDR and other national Mine Action Centres. As with national partnerships, such collaboration would not only bring in additional skill sets, but also confer greater recognition and/or accreditation to training conducted.
9. Build upon existing relations with the UNDP country office and UNDP Bureau of Crisis Prevention and Recovery to promote ANAMA services among other UN agencies (e.g. UNICEF, UNOPS, OCHA) located throughout southern Europe, the Caucasus, CIS and Central Asia regions.
10. Develop promotional materials and marketing strategies around the Agency's strongest 'fields of excellence' and perceived key market advantages. Continue institutional profiling and promotion through participation at

international fora (meetings of States Parties; regional networks such as SEEMAC, etc), industry events (training, symposiums, etc) and sector research and development initiatives.

9.3 Recommended actions for UNDP

UNDP has worked closely with the Government of Azerbaijan over the past ten years to help grow ANAMA into the highly competent organization that it is today. The commission of this feasibility study provides further demonstration of the Programme's belief in ANAMA's capacity and confidence in what the Agency has to offer on the international stage.

Though UNDP's support role has reduced as the Agency's capacity has grown, both organizations view a continued relationship as being highly important, particularly in terms of opening gateways and fostering international partnerships. It is mainly in this area where UNDP support will be most strategic in advancing the establishment of an IMC.

1. **Advocacy to GoA regarding the merit of an ANAMA auspiced IMC.** Support with facilitating relations and promoting ANAMA's services to UN sister agencies, education and training institutions, bi-lateral and IO funding facilities. Particular emphasis on promoting ANAMA as a mine action technical resource to other UNDP country offices involved with Mine Action Capacity Building Programmes. Continued promotion of ANAMA under the UN Mine Action Exchange Programme.
2. Financial support of ANAMA orientation/fact-finding visits to like Mine Action Training facilities if such visits were deemed useful by ANAMA & UNDP.
3. On-going support for the capacity development of senior ANAMA staff in HMA management or specialized technical areas such as IMAS Level 4 EOD, DGIS information management, etc.
4. **Direct provision or facilitation of Technical assistance with developing detailed business plans, formulation of marketing strategies (international and domestic with GoA) and design of promotional/informational materials.**
5. Financial and logistic support of regional activities showcasing ANAMA's operations and technical training capabilities. This could include convening regional seminars or agency exchanges on a number of key pertinent operational and strategic issues. For example:
 - Developments in Land Release methodologies, including integration of MDD and MDM assets and use of DGIS spatial information in such processes.
 - Operational integration of MDD and MDM in Technical Survey & clearance operations.
 - Enhancing QA/QC systems, MRE and VA responses.
 - Transition planning - from international assistance to national capacity; from mine clearance to BAC and EOD operations.

10. Annexes

Annex 1. Existing ANAMA Mine Action Training Courses

All courses can be delivered in Azeri, Russian or English

	Brief description of course content	Duration	Trainee capacity
1.	First Aid & Field Paramedic Training Covering basic life support, anti-shock therapy, use of ambulance equipment	10 days	10
2.	General Survey Course Covering information gathering & recording, data analysis, impact verification, reporting	5 days	20
3.	Basic Humanitarian Demining Course Covering road & house clearance, manual de-mining drills, demolitions, navigation	40 days	20
4.	Technical Survey Course Covering threat assessment, area reduction techniques, minefield marking & fencing, mapping	20 days	10
5.	Battle Area Clearance Course Covering UXO recognition, visual search techniques, sweep line clearance, demolitions	15 days	20
6.	UXO Operators Course Covering UXO recognition, EOD, sub-surface UXO clearance, bulk demolitions, transportation of explosives	40 days	20
7.	Section/Team Leader/Site Supervisor Training Covering site reconnaissance, internal QA procedures, task planning	10 days	20
8.	Field Supervisors Course Covering demining team management, management of concurrent operation sites, resource planning and allocation, reporting	20 days	10
9.	QA/QC Course Covering monitoring of operations, final sampling techniques, incident/accident investigations	20 days	15
10.	“Train the Trainer” Covering instruction techniques, preparation of training plans and materials, advanced presentation skills	15 days	15-20
11.	Field Management Course Covering operational coordination, planning, control, tasking	7 days	25
12.	Mine Risk Education Instructor Training Covering safe behaviour rules, key MRE messages, recognition of warning signs, mined area indicators, community-based MRE	7 days	25-30
13.	Mine Victim Assistance Needs Assessment Covering assessment design, sampling methodology & strategic planning	5 days	10

	Brief description of course content	Duration	Trainee capacity
14.	Mine Action Information Management Covering information structure, quality requirements & data retrieval	5 days	20
15.	Geographical Information Systems (GIS) Covering mine action spatial data mapping techniques	5 days	10
16.	Mechanical Demining Integration training Covering testing of machines, integrated mined area clearance/ reduction methodologies	15 days	20
17.	Mine Detection Dogs Joint Operations Integration training Use of MDD's in minefield clearance, MDD follow on procedures after mechanical treatment, MDD's in railway clearance, area reduction techniques using MDD's	15 days	20
18.	Mechanical Demining - Operators/Mechanics course Covering operation and maintenance of demining machines, including ground-penetrating flails (mini & midi) & EOD Bobcat	20 days	10
19.	Land Release and Area Reduction Covering systems of threat assessment, area categorization, clearance methodologies	5 days	20
20.	Specialized training courses House Clearance & IED Course Site Paramedic Course Differential Global Positioning System Course FEREX 4.032 Detection System DLG-GPS	Varying	

Annex 2. Persons consulted / Sites visited

ANAMA HQ:

Briefings from ANAMA Director, TSQAD, Operations, Planning and Development, Information (including Victim Assistance), MRE departments

ANAMA Regional Offices:

Horadiz Regional base: Briefings from Regional Base Manager and MDD Supervisor.

Visit to Fizuli clearance operation and Zobjug project site. Briefing from Site Supervisor and observation of integrated manual, MDD and MDM clearance drills.

Goygol Regional base and Training Centre: Briefings from Regional Base Manager, Training, Survey and Quality Assurance Team. Discussions with TSQA instructors; review of training facilities, resource materials, course syllabi and session plans; grading, certification and record management.

Site visit to joint NAMSA/ANAMA Ammunition Storage Area clearance project in Saloglu, Agstafa district. Briefing from UXO Operations Officer, observation of sub-surface clearance operations and UXO demolition.

Site visit to LNGO Ojag Humanitarian Union's vocational training workshop (carpet weaving & industrial sewing/tailoring) for mine survivors and family members operating in Ganja city (supported through the Marshall Legacy Institute).

Annex 3. Documents Reviewed

ANAMA / Azerbaijan briefing documents (Plans, reports and external evaluations)

ANAMA Website: www.anama.baku.az; June 2009

ANAMA Annual Report and Work Plan 2009; ANAMA; 2008/2009

A Study of the Development of National Mine Action Legislation - Azerbaijan case; GICHD; 2004

Aide-Memoire on Pilot Reconstruction Project (CR 31090-AZ): Status of demining activities in Azerbaijan; World Bank; Dec. 2005

Azerbaijan Country Programme Assistance Plan 2009-2011: "Further Strengthening and Expansion of Mine Action Capacity in Azerbaijan"; Government of Azerbaijan and UNDP
E-Mine Electronic Information Network: UNMAS Country/Mine Action Centre Profile - Azerbaijan

External Review of UNICEF-ANAMA MRE Project in Azerbaijan; GICHD (Christina Nelke); Oct. 2002

Landmine Impact Survey-Republic of Azerbaijan; Survey Action Centre; Dec. 2003

Landmine Monitor 2008 Report-Azerbaijan; ICBL; 2008

Mine Action Services for Development Azerbaijan Case; Survey Action Centre (Charles Downs); Mar. 2009

Outcome Evaluation: UNDP Support to "Strengthening and further expansion of mine action capacity in Azerbaijan" Project; Baric Consultants (Alistair Craig); Dec. 2008

Training, Survey and Quality Assurance Division overview (PPP); June 2009

United Nations Development Assistance Framework 2005-2009; UN Country Team; Oct. 2004

Regional background briefing documents

E-Mine Electronic Information Network: UNMAS Country/Mine Action Centre Profiles - Albania, Afghanistan Islamic Republic), Bosnia-Herzegovina, Croatia, Cyprus, Iraq, Lebanon, Republic of Serbia (Kosovo), Russian Federation (Chechnya), Tajikistan

Landmine Impact Surveys: Bosnia and Herzegovina; Survey Action Centre; 2004, Islamic Republic of Afghanistan; Survey Action Centre; Dec. 2003

Landmine Monitor 2008 Reports: Abkhazia, Afghanistan, Albania; Armenia, Belarus, Bosnia-Herzegovina, Croatia, Georgia, Iraq, Kazakhstan, Kyrgyzstan, Kosovo, Latvia, Lebanon, Macedonia, Moldova, Montenegro, Russia, Serbia, Tajikistan, Turkey, Ukraine, Uzbekistan; ICBL

Mine Action Training

ANAMA: Course syllabi: First Aid, Basic Demining, Battle Area Clearance, Radio Operators, UXO Operators - IMAS Levels 1 & 2. (April 2009)

Centre de Formation au Deminage Humanitaire Afrique de L'Ouest (CPADD). Course prospectus and syllabi: Quality Assurance and Quality Control; EOD Operations - IMAS level 2 & 3; Operations Officers Training; Humanitarian Demining - ToT. (Oct 2008)

International Mine Action Training Centre; IMAT and Mines Awareness Trust. Course prospectus and syllabi: EOD Operations - IMAS levels 3 & 4; Field Technical Advisor (FTA). (Jan. 2009)

Humanitarian Demining Training Centre (HDTC); US Dept. of Defense. Humanitarian Mine Action Course curriculum. (Jan. 2009)

Industry Standards/Guidelines

International Mine Action Standards: Series 01-06, 07, 08, 09, 10, 11, 12, 14

National Mine Action Standards: Afghanistan, Albania, Azerbaijan, Bosnia-Herzegovina (Clearance & MRE), Croatia, Jordan, Lao PDR, Sudan.

Gender Guidelines for Mine Action Programmes; UNMAS; Feb. 2005

End notes

- ¹ Terms of Reference: Mission on Feasibility study of International Mine Action Center, UNDP. 2009
- ² At least a million people were displaced as a result of the conflict and much of the existing infrastructure of the eastern districts bordering the Karabakh region left severely damaged or totally destroyed. The truce brokered in 1994 left almost all of Nagorno Karabakh as well as five of Azerbaijan's western border districts under Armenian occupation. A further four districts bordering with eastern Nagorno Karabakh -Terter, Aghdam, Khojavend and Fizuli- remain partitioned between Armenia and Azerbaijan.
- ³ The military ammunition warehouse in Aghstafa district, consisting of 138 bunkers, was the largest Soviet warehouse in the South-Caucasus. In 1991, when Azerbaijan regained independence, the warehouse was destroyed by the departing Soviet militaries. As a result of the explosion, thousands pieces of UXOs were scattered over a large area of 4,400 hectares. Since the explosion, 152 UXO-related accidents with 32 people killed were reported (*source: ANAMA website - Azerbaijan and NATO/NAMSA Joint Project Saloglu Project: Clearance of UXOs in Azerbaijan*).
- ⁴ According to ANAMA, "...it is not possible to measure the extent of mine/UXO contamination in the occupied areas. Apart from Nagorno Karabakh, adjoining Jabrayil, Zangilan, Gubadly, Lachin, Kelbajar districts, and in part, Fizuli, Terter and Aghdam districts are under the control of Armenian forces". These areas are expected to have extensive mine/UXO contamination affecting an estimated 350 to 830 million mts² of land, with anything between 50,000 to 100,000 mines. (*source: ANAMA website - Scope of the Problem*).
- ⁵ Landmine Monitor Report, 2008. ICBL <http://www.icbl.org/lm/2008/countries/azerbaijan.php>
- ⁶ Ibid.
- ⁷ Landmine Monitor Report, 2008. ICBL.
- ⁸ This figure does not include state revenue expended on Mine Risk Education and Mine Victim Assistance services delivered by government.
- ⁹ Aide-Memoire on Pilot Reconstruction Project (CR 31090-AZ): Status of demining activities in Azerbaijan; World Bank; Dec. 2005.
- ¹⁰ Comprising Manual Clearance, Technical Survey and BAC Teams; Mine Detection Dog capacity; Mechanical Demining capacity; Emergency Response capacity, Training, Survey and QA capacity, Sampling capacity and UXO clearance team.
- ¹¹ ANAMA 2009 Annual Report <http://www.anama.baku.az>
- ¹² From the outset, ANAMA has worked closely with the Azerbaijan MoE with a view to building an institutional MRE capacity within the primary and secondary education system. One of the first operational steps was to establish a network of Education Department MRE focal points in all ERW affected districts - most commonly District Heads of Department. This provided a platform from which to introduce MRE into Grade 4 and 6 curriculums in all ERW affected school districts. Commencing with the formation of a small number of MoE master trainers in 2004, some 2,335 teachers from 1,185 primary and secondary educational facilities have now been trained in the delivery of school-based MRE. Lesson design is supported by step-by-step teaching manuals and class instruction through age-appropriate learning materials. As reported in the 2008 Landmine Monitor Report, the school MRE program is now fully managed by the MoE, inclusive of training of new teachers, monitoring of activities and reporting to ANAMA. A similar approach has been used to build MRE capacity at community level through utilizing district Chiefs of Civil Defense to support and coordinate efforts of local voluntary MRE committees.
- ¹³ Landmine Monitor Report 2008, ICBL.
- ¹⁴ Alistair Craig. Report on external Outcome Evaluation of UNDP Support to ANAMA, Baric Consultants. Dec. 2008.
- ¹⁵ NATO Maintenance & Supply Organization (NMSA), external outcome evaluation of UNDP support to ANAMA conducted by Baric Consultants.
- ¹⁶ This includes training in General and Technical Survey; Basic Demining; Battle Area Clearance; EOD (IMAS Levels 1 & 2); First Aid, Field Paramedic and Emergency Trauma Care; Section/Team Leadership; Field Supervision and Field Management; Mine Risk Education instruction; Information Management; QA/QC. Principal providers include US EUCOM, US NAVY, US Defense Geospatial-Intelligence School, MAG, ArmorGroup, GICHD, HDTC, Cranfield, James Madison and John Hopkins Universities and CDC.
- ¹⁷ Equipment available for training purposes at the Goygol centre includes:
Detection equipment: Mine Lab F1A4; Mine Lab F3; Vallon VMH-; Vallon VMH-2; Vallon VMH-3; Ferex DLG 4.032
Magnetometer; Schonstedt GA-52 Cx; Schonstedt GA-72 Cd
Survey equipment: Compass; GPS; DGPS; LEICO Vector laser binocular.
Radio equipment: Motorola; Motorola (TETRA); Kenwood; Codan
Demolition equipment: Firing machine US (exploder); Firing machine Soviet (exploder); SM-EOD shaped charges.
House clearance equipment: Hook and Line (set for house clearance); Light Duty Tripod; Heavy Duty Tripod.
Wireless Electronic Training Mines: D-MINE Antipersonnel training mines; D-MINE Antipersonnel Trip-wire operated training mines.
- ¹⁸ Landmine Monitor Report, 2008. ICBL
- ¹⁹ <http://www.operations.mod.uk/africa/imatc.htm> and <http://www.minesawareness.org/index.php?page=20>.
- ²⁰ <http://www.minesawareness.org/index.php?page=62>; <http://www.minesawareness.org/index.php?page=21>; <http://www.minesawareness.org/index.php?page=68>
- ²¹ <http://www.cpadd.org/>
- ²² <http://www.cpadd.org/spip.php?article18>
- ²³ <http://www.gichd.org/>
- ²⁴ <http://www.gichd.org/operational-assistance-research/training-and-advisory-services/pdf-download/>
- ²⁵ <http://www.issee.co.uk/> and <http://www.issee.co.uk/training.html>
- ²⁶ <http://www.combatsystems.org.uk/>
- ²⁷ <http://www.wood.army.mil/hdtd/mission.html>
- ²⁸ <http://www.wood.army.mil/hdtd/training.html>
- ²⁹ <http://www.mil.se/en/Organisation/Centres/Swedish-EOD-and-Demining-Centre-Swedec/>
- ³⁰ Under the 2009 framework of Azerbaijan non-military assistance to Afghanistan, ANAMA was tasked with supporting the training and capacity development of 11 senior staff of the Afghanistan National Disaster Management Agency, Department of Mine Clearance (DMC). Similar arrangements have also been agreed with the Georgian Government (Ministries of Defense and Interior) and Tajikistan MAC.