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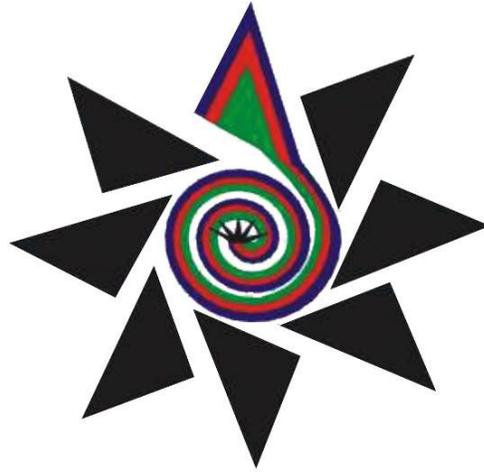
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AZERBAIJAN NATIONAL AGENCY FOR MINE ACTION



ANAMA

**AZERBAIJAN
MINE ACTION STRATEGY
2009-2013**

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AZERBAIJAN NATIONAL AGENCY FOR MINE ACTION

STRATEGIC PLAN FOR 2009-2013

I. National Mine Action Authority

1.1 Institutional Overview

1.1.1. Overall Structure: ANAMA was established on July 18, 1998 as the national entity mandated to oversee all aspects of mine action activities in Azerbaijan under the supervision of the State Commission for Reconstruction and Rehabilitation. It was assigned to implement “Azerbaijan Mine Action Programme”- a joint project of the Government of Azerbaijan and UNDP, signed in April 1999. The Joint Working Group, established in December 1999 and consisted of representatives from various ministries, provides regular guidance to ANAMA.

ANAMA undertakes its mine action management role through its HQs. based in Baku, the Regional Office in Fizuli, the Regional Training Center in Goygol, 3 operational centers located in Terter, Agjabedi and Aghstafa, and by contracting 2 national NGOs – Dayag (Relief Azerbaijan) and IEPF (International Eurasia Press Fund) to perform mine clearance activities. As of end-2008, the total number of people involved in mine action in Azerbaijan stands as 541 along with 33 MDDs and 6 MDMs. ANAMA’s Organigram appended here is for references on its management and human resources. (Table 1)

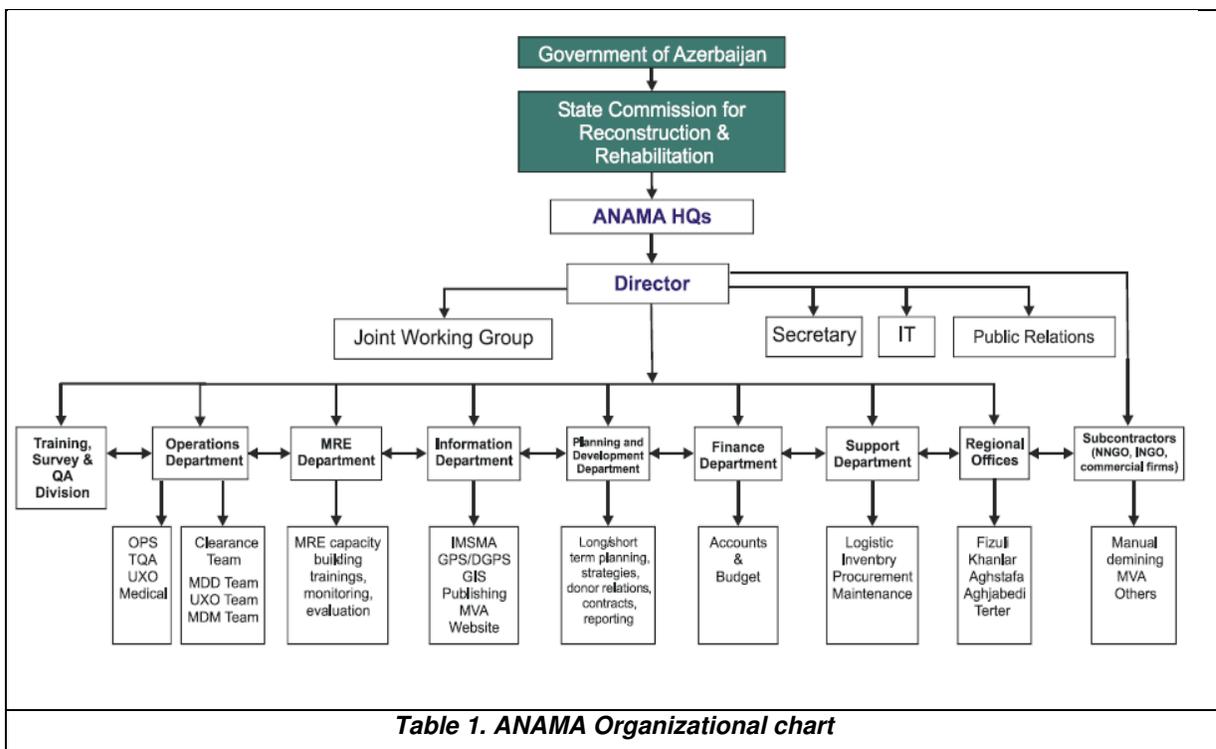


Table 1. ANAMA Organizational chart

Planning, coordinating, monitoring, procurement, developing standards and SOPs, and liaise with government, donor and non-governmental institutions - both national and international, are the key areas of responsibilities of ANAMA HQs. The personnel with years of experience working in the HQs are very competent and well-versed in all the key elements of mine action.

1.1.2. Regional Structure: ANAMA regional structures are very well-placed and equipped to provide all required field-based administrative, technical and training supports to the mine action operators, local authorities and the affected communities on any relevant mine action issues. The field based mine action teams of ANAMA are also responsible for mine/UXO clearance in emergencies, MDD and MDM support, training, survey and quality assurance. ANAMA Regional Training Center in Goygol is manned and fully equipped to provide all mine action related trainings.

1.1.3. National Implementing Partners: Two National NGOs work as per the instructions and guidance provided by ANAMA HQs. Their day-to-day performance is being monitored by ANAMA field based staff and the Operations Department in Baku. Their task sites are geographically chosen to ensure optimal allocation of the resources available. These two organizations jointly employ altogether 152 operational and administrative staff.

1.1.4. International Partners: Since early 2005, ANAMA has been running its operation without any full time advisory supports. Though sporadic, ANAMA does, however, receive technical/advisory support and trainings from

various international agencies such as GICHD, Cranfield/UK, JMU/USA, USEUCOM, UN organizations, IPDET, ITF, and SEEMAC etc. ANAMA acknowledges that it does reap substantial benefits, particularly in the area of human resources development - an area of utmost focus of ANAMA, from being affiliated with these institutions. On a few occasions, ANAMA has also provided appreciable technical and training support to other mine action countries within the UNDP MAX Programme.

1.1.5. Guiding Principals: With its utter commitment, dedication, experiences and much appreciated supports from international agencies, ANAMA has come to a stage of stability. It is not only capable to take full control on mine action operations in Azerbaijan with its own human resources; it is capable to provide training supports to other mine affected countries.

ANAMA maintains excellent working rapport with its national and international partners and donor community. It participates in all relevant international events and draw lessons from there.

The multi-year strategic plan of ANAMA, the national and international Standards and SOPs, commitment to human resources development, transparency, audit/evaluation reports, international experiences and success stories, and focus on government's development and rehabilitation strategies are its guiding principles at all stages.

1.1.6. Implementation Principles: Due to the unique nature of humanitarian mine action operations ANAMA, in addition to the customary humanitarian aid principles, is operating based on three main principles: Safety, Effectiveness and Efficiency.

Safety: The safety of all staff and stakeholders is the prime concern. Equally important is the safety of end users of the land. This is observed through strict adherence to standards – national and international and safety precautions for operations, as well as administration, finance, and logistics.

Effectiveness: ANAMA ensures the effectiveness of its activities through systematic data gathering and considering community needs, adherence to national mine action prioritization criteria and through open consultation and coordination with development and aid organizations.

Efficiency: Efficiency and cost effectiveness is ensured through enhanced training, realistic selection of priorities, improved operating procedures, on-site monitoring and appropriate resource allocation.

II. Scope of the problem

2.1. Situation in the currently accessible areas

The mine/UXO problem in Azerbaijan is mainly resulted from the military aggression of Armenia over the territory of Azerbaijan. Although the hostilities had ceased in May 1994, a permanent peace is yet to be achieved (negotiations are underway with the assistance of OSCE Minsk Group, chaired by the USA, France and Russia). Despite this, the rehabilitation of accessible war-torn areas are continuing since 1996.

The Scope of the Problem in this publication refers to problems in the accessible war torn territories. This is where the presence of mine/UXOs are impacting livelihoods of population and impeding development and rehabilitation efforts of the Government of Azerbaijan.

To have an idea on the magnitude of the mine/UXO problem for the purposes of both, strategic and operational planning, ANAMA has been exploring all possible ways & means, including outside support. In this context, the General Survey (Level 1 Survey) was undertaken in 2001 followed by the LIS (Landmine Impact Survey), conducted jointly with SAC in 18 districts from September 2002 to June 2003.

2.1.1. Survey and resurvey results: The LIS has identified 480 mine-impacted communities and 163 UXO impacted communities. Altogether 970 SHA (Suspected Hazard Areas) were identified as directly impacting the safety and livelihoods of an estimated 514,000 people. It has also led to the death and/or injury of 62 people in the preceding two years. The LIS result termed the contamination level as 'extensive' with 736 mln sqm of land contaminated with mines and UXOs. They are all located in the war-torn districts along the ceasefire line and border with Armenia. Very high degree of contamination has been detected in Fizuli district. UXO contamination is extensive throughout Aghstafa district.

In late 2006, according to the Government's task based on the request from ANAMA Director, the 'Re-survey' has been undertaken by the local government authorities of the 11 mine/UXO affected districts. Their reports have partly confirmed the results of LIS. The outcome of the 'Re-survey', has reduced the figure to 306 mln sqm. Some new areas have also been identified in the course of mine action activities. ANAMA TSQA division will revise and review all the data related to mine/UXO contamination from various sources within the special re-survey process. (Table 2)

Table 2.
Results of resurvey conducted in the 11 mine/UXO affected regions of Azerbaijan jointly by ANAMA and Local Executive Authorities

Region	Total contaminated area (sqm)	Mined areas		Battle areas and areas contaminated by UXOs (sqm)
		Areas to be reduced/cancelled (constitutes about 90%) (sqm)	Areas to be cleared (constitutes about 10%) (sqm)	
Fizuli	47,379,000.00	42,638,760.00	4,737,640.00	2,600.00
Tertter	63,964,000.00	57,477,060.00	6,386,340.00	100,600.00
Agstafa	10,550,000.00	6,427,156.50	714,128.50	3,408,715.00
Agdam	18,835,550.00	16,887,941.10	1,876,437.90	71,171.00
Gazakh	24,904,554.00	19,531,848.60	2,170,205.40	3,202,500.00
Gedabey	68,501,790.00	60,362,316.00	6,706,924.00	1,432,550.00
Goranboy	12,720,000.00	9,677,731.50	1,075,303.50	1,966,965.00
Khanlar	16,785,480.00	10,601,262.00	1,177,918.00	5,006,300.00
Khodjavend	26,145,040.00	23,530,536.00	2,614,504.00	0.00
Tovuz	11,476,535.00	10,328,755.50	1,147,639.50	140.00
Agjabedi	4,660,000.00	4,160,871.00	462,319.00	36,810.00
TOTAL	305,921,949	261,624,238	29,069,360	15,228,351

Approximately 268 mln sqm of land are reportedly suspected as mine/UXO contaminated as of end-2008. In 2009, ANAMA is expecting to clear/reduce approximately 12 mln sqm of mine/UXO contaminated land and cancel about 17.5 mln sqm through re-surveying SHAs.

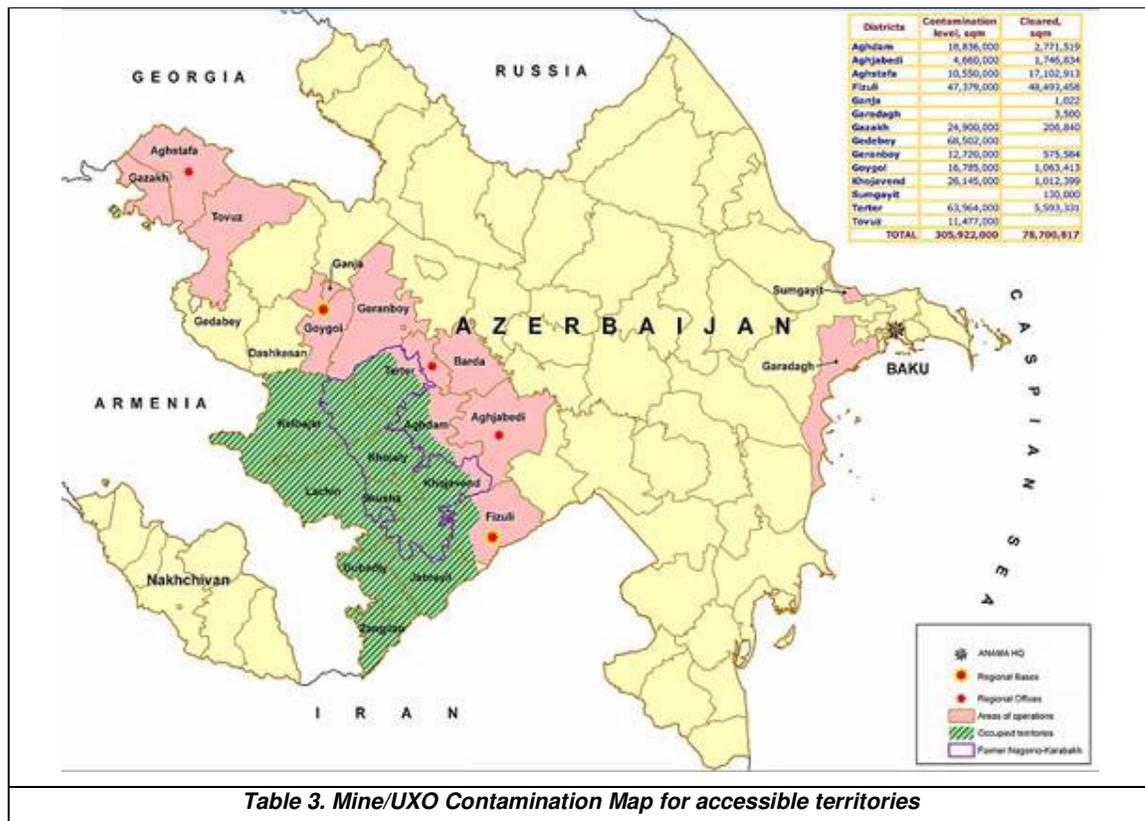


Table 3. Mine/UXO Contamination Map for accessible territories

2.1.2. Mine/UXO incident related statistic: In 2008, based on information from different sources, ANAMA registered 11 incidents causing 11 casualties. Of these 11 victims, 1 was military personnel.

ANAMA keeps records on about 1979 mine victims from affected districts. The number of mine survivors interviewed during the countrywide Mine Victims Needs Assessment Survey, in 2004, was 1883. Along with the implementation of assistance projects in 2006-2008 the data on more than 1000 mine survivors have been updated. (Table 3)

Table 4. Mine /UXO Victims registered in ANAMA Database

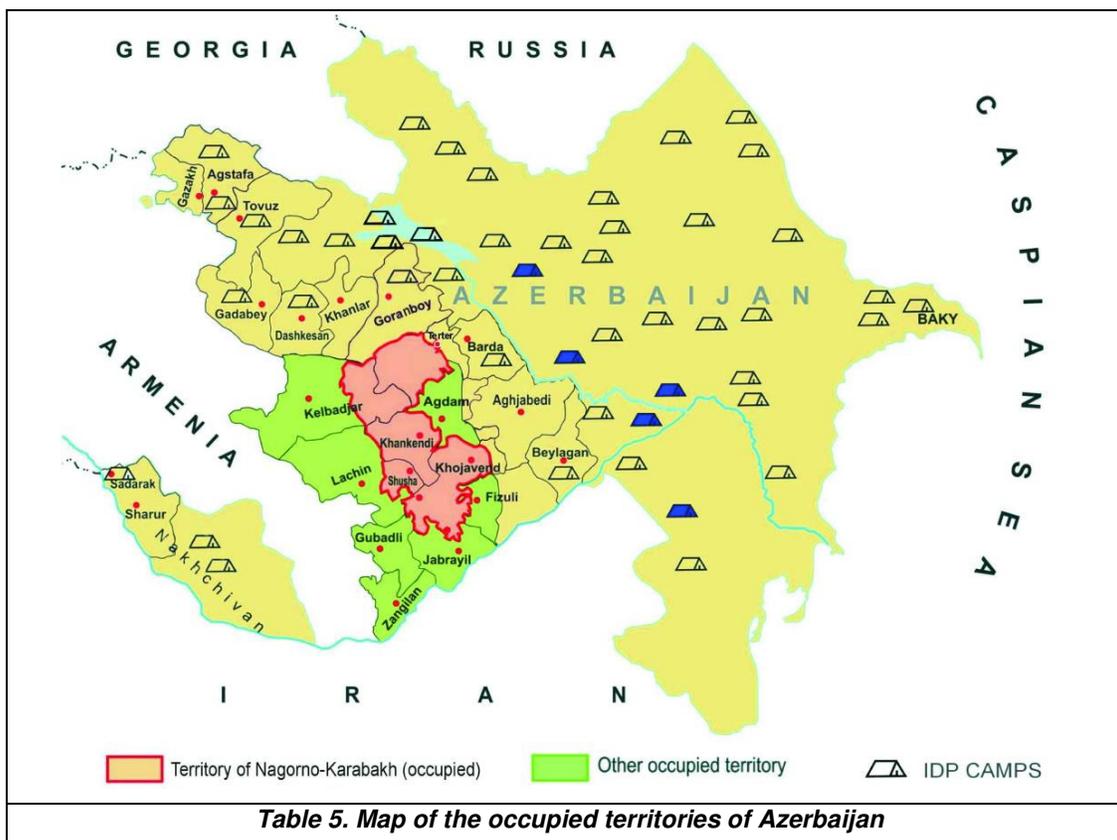
Year	Male		Female		Children		Total	
Status	Killed	Injured	Killed	Injured	Killed	Injured	Killed	Injured *
As of December 2004	289	1,652	8	34	44	204	341	1,890
During 2005	7	23	1	4	2	22	10	49
During 2006	2	15	0	0	0	0	2	15
During 2007	6	14	0	0	0	0	6	14
During 2008	0	9	0	1	0	1	0	11
During 2009	2	7	0	0	0	0	2	7
Total	306	1,720	9	39	46	227	361	1,986

** Data on injured people has been updated starting from July 2006 report based on the results of most recent Country Wide Mine Victims Needs Assessment.*

2.2. Situation in the occupied territories

At this stage it is not possible to measure the extent of mine/UXO problems in occupied areas. Apart from Nagorno Karabakh, adjoint Jabrayil, Zangilan, Gubadly, Lachin, Kelbajar, and partly Fizuli, Terter and Aghdam districts are under the control of Armenian forces. These areas are expected to have extensive mine/UXO contamination with an estimated SHAs varying from 350 to 550 mln sqm with between 50 to 100 thousands of mines over there.

Once occupied lands of Azerbaijan are liberated the mine/UXO impact surveys will be immediately conducted there to define the actual scope of the problem and accordingly update the Long-term Strategy for mine/UXO clearance activities in that area. Thus all indicators and statistics given within the Long-term strategy are subject to change.



III. Mine Action Strategy

3.1. Strategic Approach

To Assure Newborn Absolutely Mine-Free Azerbaijan is ANAMA's ultimate goal and all the NMAPs (National Mine Action Plans) are prepared keeping this goal in the fore-front. The goal also jibes with the international convention on mine action known as APMBT (Anti-personal Mine Ban Treaty) or Ottawa Convention.

Vision

The territory of Azerbaijan safe for the people to live free from the threat of landmines and explosive devices, in an environment conducive to development, where mine victims are fully integrated into society

Mission

ANAMA will promote, plan and implement a safe, effective and efficient national mine action programme in Azerbaijan in order to remove the threat of landmines and explosive devices

Goals

- Develop effective prioritization process
- Develop wider funding base for ANAMA including oil companies and other private sector entities
- Maintain high level of transparency of ANAMA
- Sustain and enhance Public Relations strategy to maintain operational effectiveness
- Expand demining capacity to achieve strategic objectives
- Enhance Information Technology capacity to support the analysis, planning, and implementation of mine action activities in Azerbaijan
- Develop implementing partner capacity through training, monitoring, participation, sharing of best practice and involvement in planning process
- Procurement of up to date equipment to ensure effective and efficient mine action
- Retain ANAMA institutional mine action capacity
- Maintain effective international communication networks of mine action orientated organizations
- Maintain effective domestic communication networks including government, development organizations and mine action stakeholders
- Develop and implement enhanced quality management procedures
- Revise National Standards based upon updated International Mine Action Standards and ANAMA expertise and best practice
- Maintain and revise SOPs in accordance with National Standards
- Identify training needs of all programme staff based on SOPs and standards
- Establish in-county trust fund for mine action
- Conduct feasibility study for the development of national technological initiatives
- Develop regional coordination mechanisms
- Develop internal procedures for competitive tendering
- Continue training and development of all programme staff

The NMAP 2009-13, which has recently been prepared, along with the commitment to human resources development, transparency, adherence to international experiences and treaties, and focus on government's development and rehabilitation strategies are guiding principals at all stages. ANAMA HQ is principally responsible for overall planning, coordination, monitoring, procurement, developing standards & SOPs, promotion, and liaison with government, donor and non-governmental institutions – both national and international –and conduct the activities in accordance with 5 strategic objectives of general strategic plan for mine action.

Strategic Objective 1 The impact of landmines and UXO shall be eliminated primarily from the High and Medium impacted communities, subsequently from residual mine/UXO affected areas (including the Low impacted communities) in all current accessible regions of Azerbaijan in line with priorities set

Enabling Objectives 1

- 1.1 Clear mines and UXO from High and Medium impacted communities according to priority
- 1.2 Conduct technical survey on all High and Medium impacted communities
- 1.3 Conduct community based MRE for all High and Medium impacted communities in support of demining activities
- 1.4 Conduct area reduction on all hazardous areas relating to High and Medium impacted communities
- 1.5 Mark remaining hazardous areas

Strategic Objective 2 To remove mines and UXO preventing humanitarian and development initiatives implemented by the government of Azerbaijan, and other humanitarian and development actors

Enabling Objectives 2

- 2.1 Clear mines and UXO in support of humanitarian and development initiatives as required
- 2.2 Conduct technical survey in support of humanitarian and development initiatives as required
- 2.3 Conduct community based MRE in support of humanitarian and development initiatives as required
- 2.4 Conduct area reduction on all hazardous areas in support of humanitarian and development initiatives as required
- 2.5 Mark hazardous areas in support of humanitarian and development initiatives as required

Strategic Objective 3 Reduce risk posed by mines and UXO in newly liberated areas in Azerbaijan

Enabling Objectives 3

- 3.1 Gather all available data of the conflict from all available sources
- 3.2 Prepare maps of newly liberated areas
- 3.3 Coordinate plans with military
- 3.4 Identify environmental priorities
- 3.5 Conduct MRE for military operating in the newly liberated areas
- 3.6 Develop emergency survey capability based upon updated International Mine Action Standards (IMAS)

Strategic Objective 4 Reduce risk posed by mines and UXO in Azerbaijan through a comprehensive national Mine Risk Education (MRE) programme

Enabling Objectives 4

- 4.1 Include MRE in school curriculum
- 4.2 Conduct sustainable community based MRE activity
- 4.3 Train all field operations teams in MRE
- 4.4 Develop and disseminate MRE supporting materials
- 4.5 Continue to coordinate the MRE working group
- 4.6 Ensure involvement of organizations operating in affected areas in MRE activities
- 4.7 Conduct MRE utilizing mass media

Strategic Objective 5 Coordinate mine victim assistance activities

Enabling Objectives 5

- 5.1 Conduct country wide mine victims needs assessment in conjunction with other victim support stakeholders
- 5.2 Disseminate assessment data through workshops, training sessions and other means
- 5.3 Develop specific projects in support of amputees and other disabled people
- 5.4 Continue mine victim working group to provide coordinated response
- 5.5 Develop mine survivors associations in several regions and charitable fund in support of mine victim activities

3.2. The State Program on Socio-Economical Development of the Regions for 2009- 2013:

Prioritization and Integration of Mine Action in Poverty Reduction Strategy Paper/ National Development Plan

The Ministry of Economic Development has elaborated the Socio-Economic Development Plan of Regions of Azerbaijan for the period 2009-2013 with involvement of a number of institutions. This plan approved by the Government of Azerbaijan is a part of overall strategy for ensuring macroeconomic stability and durable development in the Republic of Azerbaijan.

The main objective of the Plan is implementation in a consistent and coordinated manner of measures directed at ensuring efficient use of internal resources of economic regions of Azerbaijan Republic, development of sectors bearing particular importance for the economic regions, further expansion of production activity of enterprises, stimulation of export-oriented production of goods, increase of employment levels through development of local entrepreneurship, further improvements in the living standards of population and dynamic development of the economy throughout 10 economic regions of Azerbaijan. Along with other ministries and governmental agencies ANAMA included in the three chapters 4.3.2., 4.3.4. and 4.3.9. of the plan as the agency responsible for mine/UXO clearance activities and provision security conditions for reconstruction and development measures when it comes to war-torn areas in Ganja-Gazakh, Aran and Yuxari Garabakh economic regions.

Azerbaijan National Agency for Mine Action (ANAMA) is responsible for planning, coordination and management of mine action related activities in Azerbaijan and as a part of the State Program for Socio-Economic Development of the Regions covers priority directions as follows: 1) reduce fatalities and injuries caused by mine incidents; 2) promote IDP return; 3) facilitate rehabilitation and reconstruction of infrastructure; 4) provide food safety, and 5) in other cases, when such intervention required. Territories, where ANAMA conducts clearance operations, are of high economic importance. Lands of Ganja-Gazakh and Upper Garabagh have significant primary resources. Fizuli and Aghstafa districts have unique opportunities for viticulture. There is a real background for foreign investment for clearance and recovery of former vineyards. Bee farming and silk raising, unique fields of agricultural activity in Azerbaijan are also concentrated in Fizuli. Raising of cotton and first class grain crops could be further developed in Goranboy district.

These all will allow employment of a great number of refugees and IDPs and become bases for rapid and effective development and rehabilitation of war-torn areas. This is also predefined with fact that the major part of IDPs had been always involved in agriculture. The State Program on Socio-Economic Development of the Regions does not, unfortunately, include the part of the territories of Azerbaijan which is currently under the occupation.

Today ANAMA efforts are aimed at continuing the expansion and reinforcement of mine action capacity to provide the clearance not only of accessible lands but also the territories of Azerbaijan to be liberated in near future.

Along with the budgetary financial support to the implementation of mine action activities it is also required to receive the contributions of the donor countries and organizations in order for effective fulfillment of the National Mine Action Strategy.

3.3 Short- and Long-term Strategic Mine Action Plans

The National Mine Action Strategy(NMAS) is also in line with updated State Plan for Socio-Economic Development of Regions of Azerbaijan for the period of 2009-2013 and State Program on Poverty Reduction and Economic Development (SPPRED) which is consistent with the Millennium Development Goals as developed in the United Nations Millennium Declaration.

Azerbaijan National Agency for Mine Action (ANAMA) has the short- and long-term strategy on the mine action in Azerbaijan.

3.3.1. ANAMA short-term strategy is strictly in line with State Program on rehabilitation and reconstruction of war-torn areas and implies clearance of the accessible priority war-torn territories. Thus ANAMA's mine action strategy for 2009–2013 seeks to reduce and clear accessible priority war-torn suspected hazardous areas (about 170 mln.sqm.); develop and expand exciting operational capacity to 60%; and support intensified and extended risk education and victim assistance programs.

MRE is to provide the population of frontier districts (as well as IDPs) with safe behavior rules in order to decrease mine/UXO fatalities among them and be able to live in contaminated areas. This also includes preventive actions against existing mine/UXO danger in war torn areas and nearby, conduction of MRE for all people of the targeted districts regarding possibility of safe livelihood in mine/UXO contaminated and close to them areas.

According to MVA Strategy various governmental and nongovernmental entities should continue their joint efforts within the MVA working group for further coordination of MVA. Development of projects using the needs assessment survey data, with emphasis on empowering the community through establishment of associations for mine/UXO victims. A charity is also to be established to attract money from national and international organizations

and individuals to fund various MVA projects. The level of medical care and physical rehabilitation measures, together with the degree of social reintegration and professional rehabilitation, should continuously be monitored.

As a part of the overall National Mine Action Strategic Plan ANAMA has elaborated the strategy for development of national mine action capabilities which does not cover the expansion of the operational human resources only, but also seeks to acquire new types of special equipment, refresher trainings for operational and management staff, enlargement of the scope of work, establishment of the new regional offices and field-bases, increase managerial capacity and expansion of the MRE and MVA. This strategy reflects Agency's commitment and the needs for essential resources to build further ANAMA capacity to clear the accessible minefield and battle areas in a more effective and sustainable ways and to be ready to meet the future challenges.

One of the major points is to make all necessary provisions to be involved into Ottawa Process. The Government of Azerbaijan has from the outset supported the idea of having a comprehensive international legal document on prohibition of use, stockpiling, production and transfer of antipersonnel mines. Thus, despite the objective impossibility for Azerbaijan Republic at this stage to accede to the Ottawa Convention, the idea of absolute prohibition and destruction of antipersonnel mines is strongly supported by our state at all levels. Permanent attention of Azerbaijan to this issue has been reflected in different practical measures – support of the Convention ideas in the state policy on security and disarmament, number of official statements appreciating the principles of the Convention, establishment of the National Mine Action Agency and its activity as well as provision of transparency reports under Article 7 of the Convention – all speak for our position. The intent demonstrating the position of the Republic of Azerbaijan to accede Ottawa Convention once has been also included in the “EU-Azerbaijan Action Plan” – base document for the cooperation between European Union and Azerbaijan.

3.3.1.1. Operational Strategic Plan

Table 6. Plan on the clearance operations in the accessible territories systematized by years/activities (2009-2013) <i>(based on the results of the survey conducted in late 2006 jointly by ANAMA and local government authorities of the 11 mine/UXO affected districts)</i>							
Year	Action Plan	Total territories resurveyed, reduced and cleared (sqm.)	Area to be cancelled (sqm.)	Area to be reduced/ cleared (sqm.)	Cost for resurvey/ cancellation (USD)	Cost for reduction/ clearance (USD)	Total cost for operations (USD)
2009*	Resurvey/cancellation, reduction and clearance operations	29,500,000	12,030,000	17,470,000	3,275,625	9,022,500	12,298,125
2010*	Resurvey/cancellation, reduction and clearance operations	35,110,000	28,560,000	6,550,000	5,355,000	4,912,500	10,267,500
2011*	Resurvey/cancellation, reduction and clearance operations	35,110,000	28,560,000	6,550,000	5,355,000	4,912,500	10,267,500
2012*	Resurvey/cancellation, reduction and clearance operations	35,110,000	28,560,000	6,550,000	5,355,000	4,912,500	10,267,500
2013*	Resurvey/cancellation, reduction and clearance operations	35,110,000	28,560,000	6,550,000	5,355,000	4,912,500	10,267,500
Total		169,940,000	126,270,000	43,670,000	24,695,625	28,672,500	53,368,125
<p>Notes: * 2009-2013 – priority territories for operational activities (schools, areas allocated for construction of settlements and houses for refugees/IDPs, other socio-economical and agricultural objects) will be defined by ANAMA jointly with the local government authorities</p> <p>2009-2013 – along with the demining it is planned to allocate some additional financial resources to support the existing capacity as well as ensure replacement and renewal of special equipment, mechanisms and retired MDDs</p> <p>In 2009-2011 ANAMA will also continue implementation of the UXO clearance operations within the GoA-NATO/NAMSA joint Saloglu Project on clearance of unexploded ordnances in Saloglu village, Agstafa region. The project is supported by a number of donors which contribute through NATO P1P Trust Fund.</p>							

Table 7. Plan on the clearance operations in the accessible territories systematized by regions (2009-2013)*			
<i>(based on the results of the survey conducted in late 2006 jointly by ANAMA and local government authorities of the 11 mine/UXO affected districts)</i>			
	Area /Region/Settlement	Plan for 2009-2013	
		Area to be cancelled/ reduced&cleared (sqm)	Funding requirements (in USD)
1	Fizuli	19,427,114	10,561,334
2	Terter	29,100,000	11,362,500
3	Agstafa	4,939,870	3,704,903
4	Aghdam	12,500,000	5,043,750
5	Gazakh	23,938,426	4,488,455
6	Gedebey	15,500,000	2,906,250
7	Goranboy	11,834,953	2,781,554
8	GoyGol	15,922,410	6,150,958
9	Khojavend	21,705,107	2,985,452
10	Tovuz	10,516,535	1,971,850
11	Aghjabedi	4,100,000	768,750
12	Baku/Garadakh district/ Guzdek settlement	436,500	436,500
Total		169,920,915	53,162,255
<i>*Note: Residual 90 091 737 sqm. of mine/UXO contaminated land defined in the result of Resurvey project in 2006 has not been included to the Plan for 2009-2013. The cancellation, reduction and clearance operations on this area will be implemented as soon as additional financial resources are available</i>			

3.3.1.2. Mine Risk Education Strategic Plan

Mine Risk Education (MRE) is a type of activity to protect population from the existing danger of mines/UXOs thereby reducing death, injuries and maiming of the people, through dissemination of safe behavior rules.

MRE activities mainly target 13 front line districts bordering with Armenia, including IDP camps and refugee settlements. MRE activities are being implemented in close collaboration with the representatives of district Executive Authorities, municipalities and with the heads of organizations active in those areas. Collaboration with UNICEF/Azerbaijan on MRE began from the beginning of 2000.

For the coordination of MRE activities a "Working Group" has been formed with representatives of related ministries, national and international NGOs. The role of MRE Working Group is to discuss the current activities, and to develop and adopt Annual Work Plan. From the LIS results, MRE team has identified the following strategic duties regarding implementation of appropriate activities in 13 contaminated districts, in IDP populated camps and settlements:

- a) developing of a national capacity capable of educating people,
- b) integration of MRE into school curriculum in border-close and frontline districts,
- c) implementation of community based MRE activities.

MRE related goals will continue to prevail as long as the mines/UXO threat exists and, it is critical to provide continuous cycle of MRE for substantial reduction of mine casualties among innocent people and property losses. MRE is being undertaken to spread safe behavior messages and rules among the population. So, it is intended to continue the integration of MRE into the curriculum of the pending schools of the border-close and frontline districts as well as implement community based MRE activities. MRE activities is planned to be implemented in accordance with strategic plan set as below:

- Refreshing trainings for community coordinators/volunteers from 18 targeted districts and MRE coordinators in District Education Departments of 24 districts will be continued every year;
- MRE Committees will be established in 5 more pending mine-affected districts (including settlements for returnees) and communities of 8 uncovered districts;
- Execution of 14 'three-day' trainings for 250 teachers from 5 Education Departments of occupied districts located in frontline areas;
- 2585 teachers from 1185 targeted schools will have refresher MRE trainings on modern teaching methods and methodology (with provision of 2585 training-kits for participating teachers and 150 for trainers);
- Mine action related regional trainings for mass media representatives from LIS targeted districts will be conducted;
- MRE school materials (manuals for teachers textbooks for students, exercise books, brochures for children, training posters, stickers and etc.) will be produced;
- Monitoring of 1185 schools and evaluation of communities will be conducted;
- Several MRE-oriented painting competitions among schoolchildren will be undertaken;
- New types of mass awareness dissemination materials will be prepared, tested and produced (billboards, posters, brochures for adults, pens, notebooks, T-shirts, MRE manuals and etc.)
- MRE trainings for newly recruited de-miners will be conducted;
- Refresher trainings for ANAMA implementing NNGO partners responsible for MRE will be executed;
- Execution of trainings for international staff/personnel at ANAMA Goygol Training Center
- A short MRE movie will be produced and broadcasted by district TV channels

3.3.1.3. Mine Survivors Assistance Strategic Plan

Ottawa Convention identifies special area of activity for countries which are not a member of the Treaty, but do accept presence of the international legal norm on prohibition of the use, stockpiling, transfer and production of antipersonnel mines, to assist people who suffer from this, namely, provide support to mine survivors along with the humanitarian assistance for eradication of any danger.

But neither Landmine Impact Survey conducted in 2003, nor General Survey in 2001 gave information on needs of mine victims in Azerbaijan. Therefore implementation of such a survey was planned and conducted in 2004 with the financial support of European Commission. Countrywide survey allowed to interview the great majority of mine victims and along with their needs in medical care, physical and psychological rehabilitation, economical assistance and financial support in getting education, in social and vocational adaptation, etc., get detailed information about their financial stand.

A countrywide Mine Victims' Needs Assessment Survey and the Survey database is being extensively used for the purposes of MVA projects' planning and implementation.

The strategy on mine/UXO survivors' assistance has been rectified and new objectives have been identified based on the knowledge and expertise, skills and information obtained during the implementation of MVA projects in 2006-2007.

Along with constant assistance and care (disability pensions, free medical treatment, and provision of prosthesis) by the Government of Azerbaijan ensured within the frames of respective state policy for all persons with disabilities (including mine survivors), ANAMA elaborated MVA Strategic Plan which includes several main objectives:

- The Working Group ensured strategic and practical decisions on MVA coordination
- NGO capacity raised in developing and implementing MVA-projects
- Growth of care in society to the problem of disabled people ensured
- Continuous medical care and psychological assistance to mine survivors provided
- Necessary counseling and legal support provided
- Workshops and courses organized for integration of mine survivors into society through vocational rehabilitation
- Mine disabled people and their families received assistance through vocational rehabilitation and increased their income
- Activities of Azerbaijan Mine Victim Association continued and expanded
- Changes in mine survivors' needs continuously monitored and addressed

3.3.2. Long-term Strategy is ANAMA's Expansion Plan to address challenges which will be faced on the currently occupied territories once they are liberated. The liberation of the territories and necessity of their urgent clearance will obviously require multiple expansion of the ANAMA capacity.

The long-term Strategic Plan reflects the main directions of the activities to build adequate management and operational capacity capable of mobilization in a short time upon request from the Government of Azerbaijan once the conflict between Armenia and Azerbaijan peacefully settled and territories are released from occupation. Though it is not possible at this stage to measure the extent of the mine/UXO problem in occupied territories, based on the information of international sources and in accordance with preliminary analyses, it is estimated that the

clearance of about 350-550 mln sqm. of land in this territories will require increase of ANAMA capacity up to 740 operational staff, 26 machines, 120 mine detection dogs, all directed from 7 regional offices. (Table 6&7)

General objectives for long-term Strategy:

- Rapidly assess the extent of contamination through provision of surveys in the occupied territories immediately after a peace settlement;
- Change from directly carrying out demining activities to supervising demining carried out by others;
- Prioritize capacity development&expansion process and new demining activities;
- Prepare for procurement of demining works;
- Set up appropriate monitoring, QA, evaluation and certification mechanisms.

Capacity	2009	1st year	2nd year	3rd year	4th year
	Existing Capacity	Capacity	Capacity	Capacity	Capacity
Mine Clearance & Technical survey	3 clearance teams; 4 technical survey teams (170 staff)	6 clearance teams; 6 technical survey teams (293 staff)	9 clearance teams; 9 technical survey teams (416 staff)	12 clearance teams; 12 technical survey teams (539 staff)	15 clearance teams; 15 technical survey teams (700 staff)
UXO Clearance	70 staff	70 staff	70 staff	70 staff	70 staff
Emergency Response Team	18 staff	18 staff	18 staff	18 staff	18 staff
MDD Section	33 MDD	53 MDD	70 MDD	87 MDD	100 MDD
MDM Section	6 machines	11 machines	16 machines	21 machines	26 machines
Management Support	ANAMA HQ 2 Regional Bases 3 Operational Centers	ANAMA HQ 3 Regional Bases 4 Operational Centers	ANAMA HQ 4 Regional Bases 4 Operational Centers	ANAMA HQ 6 Regional Bases 4 Operational Centers	ANAMA HQ 7 Regional Bases 4 Operational Centers

Note: Requirements for expansion of operational capacity have been calculated based on current clearance rate considering previous experience, characteristic features of terrain in the country and preliminary analysis regarding the scope of the problem in currently occupied territories, but these indicators are still subject to change.

	Regions	Total area of region, mln.sqm.	Suspected contaminated area (mln.sqm)		Time frames		Average demining rate, in mln sqm. per year **	1 sqm. cost (in USD)	Average demining cost (in mln.USD) ***	
			Total	Priority *	Total	Priority			Total	Priority
1	Agdam	1 094,0	70	10	14 years	3 years	25-30	1,00 -1,30	437,0	86,2
2	Fizuli	1 386,0	40	10						
3	Jebrayil	1 050,0	40	5						
4	Gubadli	802,0	50	10						
5	Zangilan	707,0	25	5						
6	Lachin	1 835,0	55	10						
7	Kelbadjar	1 936,0	100	20						
Total:		9 509,0	380,0	75,0	14 years	3 years			437,0	86,2

Note: *Priority areas include roads, places of settlement, communication lines, water canals, electricity lines, etc
 ** This is to be done by rapid and effective capacity increase up to 740 manual deminers, 120 mine detection dogs and 26 machines for mechanical clearance, 7 regional bases
 *** The demining cost includes capacity building expenses