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Planning for mine action programs has come a long way since 1989 when the United Nations first supported mine clearance under the United Nations Office for the Coordination of Humanitarian Assistance to Afghanistan (UNOCHA). The first mainstream use of the term "mine action" occurred when the Cambodian Mine Action Centre (CMAC) stood up as a national instrument in 1993, with responsibilities extending far beyond clearance of mines and UXO. The world had understood that solving the landmine and UXO problem would be a huge undertaking and require an incalculable amount of time and money to alleviate human suffering and restore a secure environment.

The years 1995–96 involved a global awakening that the "mine/UXO problem" was pervasive and utterly daunting and also that the people involved in doing something about the problem. These dedicated individuals included international organizations, national governments, non-governmental organizations (NGOs) and individuals. The U.N. staff and many people in donor organizations were over-whelmed by the scale of the problem and the collective efforts of these peoples. The overall result of these efforts was an overall result that by 1998 would see a put into practice a new strategy for mine action planning.

The world-wide awareness and the development of a new strategy for planning mine action programs called ALARA (As Low as Reasonable and Achievable) and the End-state Strategic Planning (ESP) methodology.

Achieving the end of mine action is the ultimate goal of mine action programs. The ALARA principle advocates the use of the lowest level of technical, financial, and human resources to achieve a result that is the most effective and efficient. This principle is based on the belief that the best way to achieve the end of mine action is to use the least amount of resources possible, while still ensuring that the result is effective.

The ESP methodology is a systematic approach to strategic planning that is designed to help organizations achieve their end-state goals. The ESP methodology is based on the principle of ALARA and is designed to help organizations achieve the end-state goals in the most efficient and effective way possible. The ESP methodology is used to develop a strategic plan that outlines the steps that need to be taken to achieve the end-state goals.

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The Missing Link in Strategic Planning

by Chip Doukas, VMC PMG FMS

Planning for mine action programs has come a long way since 1989 when the United Nations first supported mine clearance under the United Nations Office for the Coordination of Humanitarian Assistance to Afghanistan (UNOCHA). The first mainstream use of the term "landmine" occurred when the Cambodian Mine Action Centre (CMAC) stood up as a national instrument in 1993, with responsibilities extending far beyond clearance of mines and UXO. The world had begun to understand that solving the landmine and UXO problem would be a huge undertaking and require an incalculable amount of time and money to alleviate human suffering and restore a secure environment.

The years 1995-96 involved a global awakening that the mine/UXO problem was perceivable and urgent and descriptive and analytical activity began to be driven by doing something about the problem. These dedicated individual officers (military and civilian advisors), legions of national deminers in the field and the Nobel Prize-winning International Campaign to Ban Landmines (ICBL). An ICBL international, non-governmental organizations (NGOs) and individuals representation. The UN, staff and many people in donor organizations and the contributors. The collective efforts of these people produced an overall result that by 1998 would see an important landmark in the strategy for the annual conference on mine action, in London, in December 1997.


Accurate planning requires accurate information, and trying to calculate the incalculable has achieved for the sake of making the planning process easier to understand and use.

Planning in training courses and in mine action programs generated with the conundrum was the difficulty in expressing meaningful goals and objectives such that they were smart and funded. Yet this approach simply with human assets, especially the key feature of strategic planning: the effective input of constraints and national approaches to problems often found in countries struggling to prioritize their situations for the benefit of their populations. The result—a series of plans and a resulting "unimpaired" around the world in the area presented the best "mold" planning opportunities and therefore stood out the best chance of generating interest from policy makers. In 1997, during a time when popular estimates of 100 million landmines worldwide were prevalent, and with an untold number of men willing to fight for clearing other countries. The resulting diagram shows a build up of mine action capacity, a working period and a decrease to a steady state capacity was submitted to the Canadian government in a final mission report following departures from Cambodia in 1998. The graphic simply shows the human and economic financial effort needed for mine action against time, with the primary objective to illustrated the inherent capacity needed for permanent and explosive ordinance disposal and related capabilities. Accepting this notion, however obvious, put the task of clearing around the world in the area of the next 100 years (see Figure 1, next page). Also included in the 1998 report was a strong recommendation for funding a National Mine Survey for Cambodia aimed at producing estimates of the problem. The survey would facilitate long-term planning and enable planning for engaging the necessary-level estimated upon which donors could base their support.

But we didn’t know was vaguely expressed in the popular perception that it would take 100 years to clean all the mines what we wanted to know was locked up in the effort required to get on the ground in a comprehensive way through surveys and investigations, to verify and document the findings in usable form. As it turned out, the Canadian International Development Agency funded a National Survey Project for Cambodia—now referred to as the Landmine Impact Survey (LIS)—in 2000. The results are documented and in use within the Cambodian Mine Action Program today.

Another major effort to survey mine problems was underway development of the Vietnamese Veterans of America Foundation that would result in the concept of the LIS. More than 12 of these surveys have now been conducted. The process has been evolving steadily and in 2004 reached relative maturity with completion of the Afghan LIS. The project was incorporated into the first roadmap and tested in Cambodia, and the roadblocks in Cambodia and elsewhere in 1997 was to take 100 years or more to clear the contaminated areas.

The attempt to define what we did know produced a graphical depiction of a steady state capacity and a mining action involvement. That once the bulk of the mine problem was solved, some form of mine action would be required—literally, in perpetuity. The information that had experienced war on its soil, and any country that had training and impact areas on its http://commons.lib.jmu.edu/cisr-journal/vol9/iss1/2

Journal of Conventional Weapons Destruction, Vol. 9, Iss. 1 [2005], Art. 2

By Cheryl Doukas, VMC PMG FMS

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improved by successive staff and advisor efforts. An understanding based on the evolving UN, mine action system, survey data and evidence within the country has emerged in response to these efforts.

What was also missing in 1997 was a comprehensive understanding of the linkages between establishing national mine action legislation, state implementation legislation and national mine action policy, a national mine action strategy, and the long-, medium- and short-term plans needed to implement the strategy. Prior to the introduction of the IWP, there was only an "Annual Work Plan," which focused entirely on clearance.

The concept of the five pillars of mine action (denying, mine risk education [MRE], mine victim assistance, advocacy and risk reduction) had been mentioned via the Ottawa-Annexed Landmines Convention, based on the acronym that only a comprehensive international and national effort could eliminate the landmines/UO problem. If all activities under each heading were carried out in their logical sequence, a "mine-free" world could be achieved. The process of developing a strategy and its associated plans can be enhanced using the concept of the five pillars of mine action, regardless of whether or not a country may have adopted the Ottawa Convention and/or other existing or successive agreements. Through the addition of certain viable enabling activities, a comprehensive "big picture" of what must be done to defeat the mine problem is much easier to develop.

ESS for Mine Action

The End-Stage Strategy (ESS) concept for mine action is based on strategy and planning work originally conducted in Cambodia in early 1997-98 as described above, and later in Lebanon in 2003-04. ESS defines clearly the conditions that will exist when a mine action program has been sufficiently completed in accord with the vision statement developed by the national government.

The ALARA Principle

The ESS concept embodies a comprehensive strategy based on end-condition standards that remain constant. The long- and medium-term plans are modified as required in accord with changing conditions. These conditions may include finances, available personnel, technology, availability, and changing technology, political and environmental considerations, and other factors. Notice of these changeable conditions can be assessed and planned for, while others will be unforeseen and necessitate considerable flexibility in the long- and medium-term plans. This process focuses the application of risk management in a way that can be assisted by application of the "as low as reasonably achievable" (ALARA) principle to determine the desired level of clearance and other activities.

The ESS leads itself to the coordination and optimum use of resources and the pursuit of national goals on a national basis. This strategy is more effective and highly preferred to the often-error implementation of various programs or projects, which frequently lack national direction, and thus do not consider national strategic vision and goal, and reflect the lack of a clear strategy.

The aim of a humanitarian mine clearance program is to develop a long-term development process for a country that will enable people to return normal lives in a sound economic environment. After meeting basic humanitarian mine action needs, economic and social development are the long-term goals in which large-scale mine clearance operations are required. Defining what humanitarian and development needs begin and end takes understanding of the overall situation. In countries, for example, continuing to implement an effective economic base requires basic initial reorientation and development efforts with coherent and profound macro-humanitarian benefits.

The ESS will facilitate achievement of a stated national vision that is the comprehensive strategy and the various concurrent action plans that are developed to implement it will not completely eradicate the risk to human life and limb for those uncovered mines and UXO. The factors contributing to continued danger include the level and length of the conflict in an area, the quantity and variety of mines, minefield design, ordnance deployed, and perhaps severe natural constancy and other factors that hinder or negate discovery and recovery.

This is the issue of the Journal of Mine Action as an important juncture in the European Community (EC)’s fight against landmines and in the right moment to look back and reflect.

November 2004 brought the first Review Conference of the Landmine Protocol Convention (MBC) in Nairobi, which marked significant progress made by the international community in this area. The EC’s Multi-Year Programme and Strategy 2005-2007 was adopted at the end of 2004, which responded to the Nairobi Action Plan.

The first Review Conference of the MBC, "The 2004 Nairobi Summit on a Mine-Free World" (20 November-3 December 2004), represented a momentous event in the Convention’s history. At this juncture, the EC sent a message of determination and trust in the ability of the international community to achieve total control of the threat posed by landmines.

The European Union (EU) felt that this first Review Conference in Nairobi was successful and modest-oriented, and it came away with a spirit of optimism having been part of a process that can be made with international cooperation and a multilateral approach.

The hope is to see this process being physically, politically and psychologically to counter the devastating consequences of APs. A number of countries continue to use APs and some are also believed to continue to produce landmines—approximately 65 countries remain

This JR has expertise in technology for mine detection and identification, and has co-funded a project that successfully introduced a new sensor detection on the market.

Antipersonnel Landmines

A 10-YEAR REVIEW OF EU ACTION

diana Diloroco-Andreone | External Relations Directorate General European Commission |

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Raising It All Up After 60 Years

by Andy Smith | AUS Navel Action Centre Inc.

Two years. Norwegian People’s Aid (NPA) in Sri Lanka has provided critical assistance to landmine clearing and groups and authorities, helping them to refine their own systems and create interagency cooperation with the International Mine Action Standards. Uniquely, they have achieved this without losing the low-cost features that had made the system locally rforgettable method. Recently NPA has begun to support a similar process in government-controlled areas, working with RCRC and governments, both for the demining support in the success of the Norwegian People’s Aid’s assistance to the demining NGOs in the development of the first self-sufficient demining NGOs in India and Pakistan.

Clearing Mines With Rakes

When NPA was invited to advise the HUD in 2002, it would have been easy for them to demolish the rakes and import metal detector drills. The cost of importing hundreds of metal detectors would have been high, but many saw no alternative. However, Luke Atkinson was made the NPA’s mining engineer. He saw that the raking was potentially as thorough as the plowing. After his own experience, he believed it would be very attractive if it could be controlled within a mining and safety package that would be effective in preventing mined mines and accidents. NPA looked at ways to refine the tools and to control backfilling within site marking and supervision regimes that would create a system that would be accepted within mainstream demining. This system is the Rake Excavation and Detonation System, known as REDS.

The REDS uses two simple raking tools to excavate and clear the ground to the required depth. Conventional demining site markings are used, but the rake depth controls the effective quality assurance of depth. A "Barea" trench across the front of the mine marks the extent of the precautionary area. One lane is cleared from the unexplained area into the Barea-and, then packed to the rear of the trench. When the use of the Brush-rake becomes ineffective, the Harlem-rake is used to secure the ground allowing the Brush-rake to be used again. The Brush-rake rolls forward as work progresses, which can be surprisingly fast in ideal conditions.

The Brush-rake has flexible tips that exert little pressure in any one area on the ground. Many thousands of mines have been exposed using it, and none have ever detonated. The Harlem-rake is heavier and is used both to secure the ground and to lift shallow mines to the surface. If used cautiously, mines can be cleared by binning the rake-head on the ground. This has happened several times, but no serious injuries have occurred. The long handle on the Harlem-rake keeps the deminer at a distance from the blast, and the PPE is that part of the REDS system completes the precaution against usual blast mines very effectively.

The early design of the Harlem-rake head was rather robust and inadequately to loose, sandy soils. It has recently been revised for use in hard soils by NPA and SARVATA. Their revision of the Harlem-rake head is a matchless tool for precise, clean and safe. The tools dig into and clear the ground with the need to apply any downward pressure and can be refurbished per...