

## CHAPTER 8 / PART G / SECTOR OVERVIEW HUMANITARIAN MINE ACTION (DDG)

### 1. DRC (DDG) Definition of the Area of Intervention

#### 1.1. Introduction

Danish Demining Group (DDG) is a part of the Danish Refugee Council (DRC) – a non-profit and non-governmental organization working to protect and to provide long-lasting solutions to communities affected by war and armed conflict.

Danish Demining Group (DDG) was established in 1997 by four organisations – Danish Refugee Council, Caritas, ASF and UNICEF – with the aim of building up a Danish non-political and non-profit organisation to respond to international tasks within Humanitarian Mine Action.

In 2004, DDG became a separate Mine Action department under the Danish Refugee Council (DRC), and in 2007 it was further integrated with the DRC International. Besides economies of scale, the intention of merging the two organisations was to promote synergies in cooperation but not be limited by the same.

#### 1.2. Legal Framework

The work of DDG is based upon two instruments of international law that apply specifically to landmines and explosive remnants of war: the 1997 Anti-Personnel Mine Ban Convention (also named the Ottawa Treaty) and the 1980 Convention on certain Conventional Weapons, including the amended protocol II from 1998 and protocol V from 2003 addressing Explosive Remnants of War (ERW).

#### 1.3. Mandate

Under the overall mandate and guiding humanitarian principles of DRC International, DDG works within the specific mandate of:

*Recreating an environment free of the threat of landmines and ERW, where people can live safely and have access to their land and in which the needs of victims are met.*

#### 1.4. Scope of Mine Action Work

DDG works within the five pillars of Mine Action (Ottawa Treaty refers), namely:

- » Mine and UXO Clearance
- » Mine Risk Education
- » Victim assistance

» Advocacy

» Stockpile destruction

In addition to the five pillars DDG Mine Action is also addressing the Small Arms Light Weapon (SALW) problem, which is to be considered as a separate (and additional) component in conjunction to the normal understanding of the mine action activities.

The strategies and work of DDG are guided by the overall directions and goals of the UN Interagency Mine Action Strategy 2006-2010 as well as individual donor strategies. DDG works in close partnership with UN organisations such as UNMAS, UNHCR, UNDP and UNICEF as well as national Mine Action Centres (MAC).

While the conditions for Mine Action have changed significantly over recent years and the Mine Action community has become more complex, the role of NGOs still seems highly relevant with particular consideration to:

1. Focus on the people and communities concerned and promotion of their rights to regain access to land in a way that contributes to peace building and sustainable livelihood
2. Focus on support to non-mine action agencies / institutions to pave the way for further development initiatives
3. Building of national capacity and transfer of knowledge to national institutions to continue addressing residual problems
4. Contribute to develop and further the priorities for Mine Action to ensure that the objectives of the Treaty are met
5. Advocacy towards State and non-State Actors with a continued focus on the impact of landmines and ERW

### 1.5. Mine Action in the Wider Humanitarian Context

DDG regards the problems of landmines and ERW in relation to and as a consequence of man-made disaster and armed conflict. Hence, reducing risk and securing safety of communities is not just about implementing mine action activities but must be integrated into a wider understanding of 'why' activities at all, and how these mine action activities can ensure further development and risk reduction in other sectors, e.g. access to water and food security.

On a practical level it is important that the role of Mine Action in terms of risk reduction and safe access provision is regarded as a spearhead and precondition for other humanitarian and development interventions.

Hence, Mine Action needs to be connected to more complex reconstruction and development framework (e.g. DRC Assistance Framework refers) for assisting pre-

and post-conflict communities. DDG strives to ensure that the priorities and tasks for all operations are coordinated with and add value to the overall humanitarian and development strategies for the area in question as well as respective national plans. This priority is in line with the UNDP strategy “Mainstreaming Mine Action into Development” from 2004, where there has been an enhanced focus on ensuring that Mine Action does not remain a stand-alone activity but is seen in conjunction with humanitarian and development goals.

How this “mainstreaming” and “integration” is done in praxis depends on the coordinated structure within and beyond the mine action sector, as well as the general understanding and exchange of information between mine action and non-mine action work.

### 1.6. Tasking and Coordination of Mine Action (MA) Work

In comparison to other kind of DRC work the DDG Mine Action is often bound to a central, coordinated structure within the MA sector in any given country. Mine Action operators will, where possible, link to and be tasked by a central hub for mine action activities, either steered by national or international bodies.

This is - where established, done to:

- » Be able in a coordinated manner to address high priorities first (e.g. high level of contamination combined with the need for access to e.g. water, schools, farming land etc)
- » To avoid duplication of work
- » To ensure the best allocation / direction of mine action capacities within the country = effective use of resources
- » To ensure information is gathered centrally and shared between the relevant stakeholders
- » To ensure continuous mine action tasking is prioritised based on the collected information, which again will be cross checked with concerns from the other non-mine action sectors.
- » To strive for cooperation, exchange of information and synergies between the operating agencies.

The above should not exclude collaboration between sectors (mine action and non-mine action), and it should neither limit the collaboration and coordination between DDG and DRC humanitarian interventions. It is however, recognized that Mine Action is often coordinated by other Government and inter-agency structures than humanitarian affairs, hence priorities for interventions can differ.

---

## DDG operation in South Sudan

In South Sudan, DDG works in partnership with UNHCR. The work follows the overall strategies of UNHCR, hence it is UNHCR, who informs DDG about areas of concern, i.e. the routes and sites upon which refugees are expected to return. DDG brings these areas of concern into the central hub for coordination of Mine Action, here UNMAO in South Sudan. It will then be UNMAO, who will do the actual tasking of the DDG. Whatever information DDG is collecting will be reversed back into the UNMAO system as well as shared with UNHCR.

---

The national priorities often set the road map for where and how much support is needed in Mine Action, though not excluding a MA programme and its teams to narrow down the area of intervention. A more accurate prioritisation of work area will be established in coordination with local stake holders, e.g. community leaders and field offices of national mine action (MAC) to ensure a targeted implementation of operations.

### 1.7. How DDG MA Operations Work

DDG Mine Action has during its 10 years existence build up competencies within the areas of:

- » Community Liaison (CL)
- » Survey. Both socio-economic and technical data collection.
- » Mine Risk Education (MRE)
- » Mine Clearance. This is both Manual and mechanical
- » Removal of Explosive Remnants of War (ERW). This can be Explosive Ordnance Disposal (EOD), which can be demolition of anything from one identified item (Unexploded Ordnance – UXO) to a big stockpile of ammunition. It can also be Battle Area Clearance (BAC), which are areas contaminated with scattered exploded and unexploded ammunition.
- » Mine Marking. This also includes marking of dangerous areas containing items that are not mines, but e.g. Unexploded Ordnance (UXO)
- » Risk Management
- » Area Reduction (through mine detection dogs (MDD))
- » Victim Assistance
- » Small Arms Light Weapons
- » Advocacy

- » Gender policies
- » Capacity building of national staff and organisations

How these competencies (components) interact with each other and support the programme as a whole depends on the needs identified and the tasking put forward to DDG. An example:

---

### **How Survey, Community Liaison, MRE and EOD work together.**

When starting a task, a DDG Community Liaison / Mine Risk Education team will first go to a community to conduct Community Liaison (CL). Basically, it is a meeting, but different exercises are completed e.g. a Community Data Sheet is completed, a Community mapping exercise is done, and the community is informed about the coming survey and potential marking and EOD operations. The information gathered through this process is then handed over to DDG Survey teams, which initially visit the community accompanied by the relevant CL/MRE Team.

The MRE Team introduces the Survey Team to the community representatives who in turn are able to assist the DDG staff in their work. If the Survey Teams confirm mine or UXO contamination, the MRE Team will then visit the community again to inform representatives of all spot EOD tasks and marking conducted. The community is then motivated to take ownership of the markings and to conserve them. Community leaders are also encouraged to provide information with regards to safe areas, and also to pass on information with regards to safe behaviour to returning refugees.

In all of this a gender component is also attached fulfilling primarily two requirements; 1) that there is a fair and un-discriminating recruitment of DDG staff leaving equal opportunities for woman and men to apply and 2) through a gender mixed staff employment being able to address communities in a more holistic manner, ensuring all voices (woman and children) are included.

---

The above example more or less counts for all DDG operations, be it mine clearance, BAC work or other interaction. However, the composition of teams and how much time should be allocated to the different components can vary depending on the country and context in which DDG operates. What is important is the liaison and connectedness with the community where the DDG teams are working. Without acceptance and information sharing with the community, the feasibility for success of implementation in any given community is low.

## 1.8. Methods, Standards and Areas of Implementation

DDG maintains a high level of quality assurance and safety in all operations and upgrades technical expertise continuously. A Senior Technical Advisor is attached to the field operations, and ensures that SOPs (Standard Operating Procedures) are in use and regularly updated to comply with IMAS (International Mine Action Standards), and other national standards (NTSG). IMAS are, in non-mine action terminology to be compared with e.g. the Sphere Standards or ISO accreditation.

The methods of implementation of the different tasks given by any identified coordinating body in MA will vary depending on the nature of the programme and the priorities put forward. DDG routinely develops cost-effective methodologies based on locally developed and low cost technology.

More specifically DDG uses at present the following methods:

### » *Community Liaison*

- Introductory meeting
- Informal interview / filling out of questionnaires (data sheets)
- Community mapping
  - On soil / sand
  - On paper
- Verbal information to community on future DDG intervention

### » *Survey / Information Gathering*

DDG adhere where possible to the Information Management System for Mine Action (IMSMA). This data system is a central information system for all mine action operators, upon which data are not just collected, but where tasking is planned from. The system holds not just information on the actual suspected contamination of mines and dangerous objects but also basic data of socio-economic value, e.g. if the contamination hinder access to water, how many people living in a community etc. The IMSMA will provide the forms (questionnaires) for General Mine Action Assessment (GMAA) and also Technical Survey, MRE, basic information on villages, mine victims etc. DDG uses the following survey techniques where required:

- » Landmine Impact Survey (LIS). A comprehensive survey of the socio-economic impact the mines have on a specific area or country. The LIS is meant to guide the overall mine action priority for a country whilst considering where these priorities best support larger rehabilitation and development goals. The LIS is to be considered as a stand alone activity; however the LIS can facilitate information back into the mine action system if no prior information (e.g. GMAA) has been collected from a specific area.

- » General Mine Action Assessment (GMAA). Basic interview and data collection to clarify if an area can be classified as a Dangerous Area (DA). If classified the information will be fed back into the coordinated, steered mine action hub, here MAC or UNMAO.
- » Technical survey. If DA has been classified through GMAA survey and the area is confirmed as contaminated with mines, but mine line yet not identified, a technical survey (surveys in grids) can be initiated to locate the mine line if any. If mine line is identified actual demining will be initiated.
- » *Mine Risk Education (MRE)*
  - Introductory meeting
  - Presentation and explanation of posters, leaflets and other material to support MRE message.
  - Participatory meeting and presentation together with civilians from communities
  - Other activities such as; drawing, dancing, story telling and / or singing (particular for children)
- » *Manual Demining*
  - Rake method
  - Prodder method
  - Mine / metal detector
- » *Mechanical Demining*
  - Backhoe machine
  - Flail
- » *Battle Area Clearance (BAC) (identification and removal of ammunition only)*
  - Bomb locator
  - Surface clearance (visual search)
  - Sub-surface clearance
    - Schonstaedt detectors
    - Large Loop detectors
- » *Explosive Ordnance Disposal (EOD)*
  - Removal and demolition of identified items, particular Unexploded Ordnance (UXO), which can be anything from one single item to piles of ammunition.
    - Spot clearance / Single identified objects
    - Bulk ammunition

- Stock pile destruction

#### » *Village by Village Clearance (VbVC)*

- Driving from village to village, collecting information and at the same time remove or / and dispose of items identified or handed over from the community to the DDG teams. This method includes survey and demolition.
- *Small Arms Light Weapons are to be implemented with the VbV method.*

#### » *Area reduction*

- Mine detection dogs (MDD)
- Manual demining
- Mechanical demining
- Surface search

#### » *Victim Assistance*

- Counselling
- Job creation
- Referral of mine victim needs

#### » *Capacity building (both individuals and organisations)*

- Training
  - Skills (demining e.g.)
  - Management (leadership, ownership, participation, meetings)
  - Admin / Finances (responsibility, accountability)
  - Code of Conduct / work culture
- Planning

### 1.9. DDG Vision

Under the overall mandate and guiding humanitarian principles of DRC International, DDG works within the specific mandate of recreating an environment free of the threat of landmines and explosive remnants of war, where people can live safely and have access to their land and in which the needs of victims are met.

DDG has formulated a vision to guide the work and strategic process up to 2009, namely:

*The vision of Danish Demining Group is to be the preferred strategic and operational partner working to reduce the humanitarian and socio-economic threats caused by landmines and Explosive Remnants of War (ERW).*

## 1.10. Relations to Other DRC Interventions

In general the activities within DDG Mine Action should be regarded as a spearhead and precondition for other humanitarian and development activities to take place.

Where possible DRC and DDG should seek cost efficiency and programme effectiveness by e.g. joint Country Programme Management, sharing of facilities, staff, and support and coordinate programmes and interventions.

---

### **DRC / DDG on a programme level – in Somaliland**

The legacy of conflicts not just hamper a country with mines and UXO, but perhaps more severely with arms and unused ammunition, either used by civilians to protect themselves or their interests. In Somaliland, where a strong clan system and culture is present, the SALW has an impact particular on Protection issues and Conflict Resolution, which are programme components DRC is working with.

For 2008 DRC and DDG will be launching a Small Arms Light Weapon (SALW) programme together where DRC will facilitate the policy and advocacy part of the programme, while the DDG will ensure practical implementation of the programme, e.g. driving around (*vis-à-vis* with the Village by Village concept), collect, store or / and destroy arms and ammunition.

---



---

### **DRC / DDG on a practical level – in Uganda and South Sudan**

With the establishment of DRC / DDG programmes both in Uganda and South Sudan, a closer merger on logistic and admin issues has been implemented. In Uganda a shared compound and office, with cost sharing on local staff, services and expertise is taken place. In South Sudan a DRC liaison officer is facilitated at the DDG office in Juba, while DRC support DDG logistically in the field, e.g. with accommodation, guidance, local contacts and general help. The practical exchange of services not just ensure the implementation of daily tasks, but also ensure an informal information exchange between the programmes, and a growing knowledge about the DRC organisation and its activities as a whole.

---

When DDG and DRC both are represented in the same programme country it is recommended to find out where and how synergies between the two areas of intervention might be feasible and create added value. For example, DDG has a vast experience in collecting information (survey) which could obviously be of benefit for

a DRC intervention. DDG can also assist in training of DRC staff on safety in regards to mines, unexploded objects, also referred to as general Mine Risk Education.

## 2. Principles and Standards

Throughout any programme DDG will aim at ensuring that good practices, policies, principles and standards are adhered to and/or implemented. Compared to related fields of intervention, Mine Action is guided by relatively high and coordinated level of standards for operational interventions. On an operational level DDG is continuously checked, monitored and evaluated by national or international mine action bodies, to ensure DDG adhere to the International Mine Action Standards (IMAS) and / or the National Technical Standard Guidelines (NTSG) where required.

In most countries, a specific accreditation is required prior to setting up an operation where the IMAS standards are minimum requirement for being allowed and accredited as mine action operator at all. In a non-mine action terminology this could be compared with an ISO certification.

### 2.1. Quality Management

DDG's aim with Quality Management is to raise the quality of demining, planning and development of methodologies by setting a good example. This is done through updated Standard Operational Procedures, training in the same, reporting frameworks, continuous quality check and assurance – both internal together with DRC and external (UN) – while striving for improving methods used.

### 2.2. Assessment and Planning

DDG either alone or in coordination with DRC must ensure the following before intervention in any given country:

- » Country analysis
- » Need assessment / and / or Participatory Rural Assessment (RPA)
- » Stakeholder and / or partner assessment
- » SPD (Strategy Planning Document)
- » Baseline assessment for indicators (Baseline for Impact Monitoring)

### 2.3. Guidelines for Impact Monitoring and Evaluation

#### *Impact Monitoring*

DDG will pilot test an Impact Monitoring project (IM) during 2008 to develop a more comprehensive tool to measure real impact based on indicators earlier stipulated in e.g. log frames and proposals. The Impact Monitoring tool will in headings consist of:

- A. Base line information / log frame indicators
- B. Questionnaire for Impact Measurement (data collection)
- C. Analyse feed back (data analysis)
- D. Conclusion and recommendations

The above conclusion and recommendation will be used as tool for further development of implementation of programme and / or general adjustment and improvements of tools and methods used. The information gathered through the IM will be shared with DRC where relevant.

The recommendations are not to be considered as just reflecting a single program impact, but must be included in the general generic institutional learning process for DRC/DDG as a whole.

### *Evaluation*

Evaluation from DDG will be conducted based on two primary methods:

1. In conjunction of the Impact Monitoring tool and its recommendation to initiate an evaluation of the project / programme. This can be a desk study evaluation in coordination with Programme Manager in charge. Additional documents to support this evaluation can be internal and external audit reports.
2. In conjunction to the Impact Monitoring to conduct from HQ field visits when closure or extension of programme is coming up. This form of evaluation is to be considered as a qualitative method, where observations and interviews will be main source of information. IM reports and other written material will be used as well.

## 2.4. Partnership

The mainstreaming of Mine Action into development poses a number of challenges to the NGOs in terms of adapting the strategies, policies and methodologies of the development world as well as building partnerships and alliances with non-mine action stakeholders. For DDG there are 2 groups of key player, when it comes to partnership:

1. International organisations and institutions
  - a. Mine Action related
  - b. Non-mine action related
2. National organisations and institutions
  - c. Mine Action related
  - d. Non-mine action related

Over the past years, DDG has worked to increase cooperation with various UN agencies resulting in a number of positive results. Of note is the consolidation of DDG as a strategic partner to UNHCR for provision of Mine Action. In cooperation with UN national authorities, DDG intends to continue developing capacities to advise and train national organisations / or national staff.

## 2.5. Capacity Development

A strategic priority in DDG's operations is to support and sustain the national capacity so that it is better equipped to address the residual problems created by land mines and ERW. This is done by means of capacity building and training of national organisations and authorities.

---

### Capacity building national NGO in South Iraq

DDG has through support from the UNDP supported and been part of capacity building a national mine action NGO in the south of Iraq. The NGO is called Rafidain Demining Organisation (RDO).

---

If no local NGO is available or lack of resources will not allow DDG to interact, DDG always ensure to employ a large national workforce and maintain at the same time a training programme for national staff whereby individual and country programme competencies are continuously developed and strengthened.

DDG is not restricted to focus on national capacity building but can also facilitate support to international mine action agencies.

---

### Capacity building international NGO

In Sri Lanka and Afghanistan DDG has facilitated support to and training of the Japanese NGO JCCP. This has been implemented through on-the-job training, where Japanese internationals have been trainees at DDG field camps and gradually been introduced to management tools and operational set up. There has also been support and advice on how to ensure admin procedures and transparent staff policies.

---

## 2.6. Sustainability

Sustainability of Mine Action is about linking mine action activities with development activities. A means to this end is to ensure that the tasking achieve maximum socio-economic impact by a careful vetting of tasks provided by e.g. the UN co-

ordination body. This is carried out by DDG's teams on the ground and involving local community leaders. Only once the DDG operations planning team are sure acceptable impact can be achieved will DDG accept a task.

In conjunction to this DDG will through its close liaison with DRC and its programmes always ensure the cross-sector information exchange, checking for additional inputs that might support (or not) any actual intervention supporting other development goals.

## 2.7. Advocacy

DDG is a member of the International Committee to Ban Land Mines (ICBL) and a board member of The Survey Action Centre (SAC) and supports other initiatives to prevent the use of landmines and to raise awareness amongst governments and the general public. DDG cooperates closely with the UN, Geneva Call and other donors such as Danida, on policy development. DDG also subscribes to the Cluster Munitions Coalition and supports the Danish Campaign for Stop Cluster Munition.

Advocacy on a local level happens through the national mine action centres (MAC), local NGOs, authorities in general and public awareness campaigns e.g. MRE messages.

## 2.8. Participation

DDG emphasises the importance of local ownership and the participation of communities at risk. Those affected by landmines and ERW are routinely included in the planning and implementation of field activities in order to ensure that they provide maximum benefit and transparency.

Particular the Community Liaison (CL) component plays a vital role in ensuring local ownership and participation, because this component creates the dialogue, acceptance and exchange of information between the mine action operator and villages.

## 2.9. Environment

DDG ensures its activities, such as demolitions and spot clearance (EOD) have a limited spread of detritus created by landmines and ordnance being destroyed, and that normal precautions are observed to ensure that damage to the environment and property is similarly limited.

Implementations of the operations will primarily be done in a manual way, leaving out use of heavy equipment that could have a longer term negative effect on e.g. farming land. When conducting EOD the task will always be approached in the best cost-efficient manner leaving out extra use of equipment or/and use of e.g. fuel, explosives or other resources that might have a negative effect.

## 2.10. Do-No-Harm / Do's and Don't

In any way DDG and its managers are to see that all its operations and management are implemented in such a manner, that leaves no doubt, misunderstanding or mistrust of its intention. Key concepts to remember:

- » Implement all projects in an open and transparent manner, sharing the information with relevant key stakeholders
- » Implement all projects based on socio-economic justified value, and in such a way that it leaves no harm to any given community
- » Be aware of cultural sensitive issues that might affect implementation of operations and act / react accordingly.
- » Implement operations with minimum damage to environment.
- » Show and handle all DDG staff with respect
- » Ensure transparent guidelines and information sharing with all DDG staff
- » Respect national laws and guidelines and seek where possible information exchange, cooperation and coordination with other sectors.

## 2.11. Gender

DDG is committed to implement the UNMAS Gender Guidelines for Mine Action (1325) and thus strives to offer equal opportunities to men and women (<http://www.mineaction.org/doc.asp?d=370>)

## 2.12. Other Principles

Step by step instructions:

- » *For Operations:* (DDG SOPs refers)
- » *For Administration:* (DRC Field Hand book refers plus DDG field related instructions)
- » *For Logistic and procurement:* (DRC Field Hand book refers plus DDG field related instructions)
- » *For HR and employment:* (DRC policy and Code of Conduct refers plus DDG field related instructions)

## 2.13. Indicators

A Country Strategy Plan also referred to as Strategy Planning Document (SPD) is developed for each country in which DDG operate. In addition baseline study for the Impact Monitoring Project will in combination to the SPD be used as the tool to:

- » *Monitor the programme (project)*

» *Evaluate (and adjust accordingly)*

» *Measure the indicators*

Examples of indicators used at present:

1. xx % of land will be released by end of 200?
2. xx % of land will be cleared by end of 200?
3. xx (number of) IDPs / refugee will return to cleared / released land by end of 200?
4. xx % of development projects will have been initiated by end of 200?
5. xx number of houses / schools / health clinics rehabilitated by end of 200?

DRC has in various programme countries introduced the use of Statistically Package for Social Science (SPSS), which is a data software tool capable of analysing all form of questionnaires representing quantity data only. This is a tool DDG has yet not been testing in its programmes.

---

### **Selected Reference Material**

*Normative documents:*

- » The Ottawa Treaty (ban on landmines)
- » Convention for Conventional Weapons

*Other key documents and sources:*

- » DDG strategy paper
  - » HAP
  - » DRC Code of Conduct
  - » DDG SOPs
  - » IMAS
  - » UNDP strategy “Mainstreaming Mine Action to Development” in 2004
  - » Interagency Mine Action Strategy 2006-2010
  - » DANIDA Strategy for Mine Action
  - » Landmine Monitor (International Campaign to Ban Landmines) [www.icbl.com](http://www.icbl.com)
  - » Geneva International Centre for Humanitarian Demining [www.gichd.ch](http://www.gichd.ch)
-