

# UNMAS STRATEGIC PLAN 2019-2023

*“The path towards achieving the 2030 Agenda for Sustainable Development must be clear of landmines, explosive remnants of war and improvised explosive devices. All people have the right to live in security, and not fear their next step. Mine action clears paths and creates safe ground on which homes can be built or rebuilt. Mine action changes mindsets so that people know how to protect themselves. It gives people and communities new horizons and hope.”*

**Secretary-General António Guterres**

Message for the International Day for Mine Awareness and Assistance in Mine Action, 4 April 2019

## Introduction

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The purpose of the Strategic Plan is to maximize UNMAS contribution to the implementation of UN Mine Action Strategy 2019-2023 and the UN vision of a world free from the threat of mines, explosive remnants of war (ERW), including cluster munitions, and improvised explosive devices (IEDs)<sup>1</sup>. To this end, it sets out a vision for the Service, identifies its strategic and intermediate outcomes and describes how UNMAS will contribute to these outcomes over the period 2019-2023. Moreover, the Strategic Plan includes a M&E Framework that delineates how UNMAS will measure implementation of the Plan.

As highlighted by the United Nations Secretary-General, the threat posed by explosive ordnance constitutes a case in point of the multidimensional challenges emphasized in the 2030 Agenda and at the heart of the ongoing reforms of the UN system. Mine action plays a unique bridging role across the humanitarian-development-peace nexus and serves as a catalyst towards reduction of humanitarian need, advancement of peace sustainment and achievement of the Sustainable Development Goals.

Globally, progress has been made in addressing the threats posed by explosive ordnance. Nonetheless, a number of intense and protracted conflicts, particularly in urban areas, has resulted in higher levels of contamination, including by IEDs, an increase in civilian deaths and injuries and the destruction of, or damage to, civilian objects and critical infrastructure.<sup>2</sup> It is against this backdrop that the UNMAS Strategic Plan 2019-2023 has been developed as an accountability framework and guiding document for the Service.

## UNMAS Mandate

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As a specialized service of the United Nations located within the Department of Peace Operations (DPO), UNMAS operates under UN legislative mandates of both the General Assembly and the Security Council, which has established UNMAS as an integral component of UN peace operations, including peacekeeping operations and special political missions. UNMAS also responds to specific requests for support from the UN Secretary-General or the designated official in an affected country.

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<sup>1</sup> The term “explosive ordnance” is used in line with the definition provided in the United Nations Mine Action Strategy 2019-2023.

<sup>2</sup> The UN Mine Action Strategy 2019-2023

UNMAS is mandated to coordinate mine action within the United Nations system as Chair of the Inter-Agency Coordination Group on Mine Action (IACG-MA), a responsibility affirmed in the most recent General Assembly resolution (A/RES/72/75) and by the Security Council in its resolution 2365 (2017). UNMAS is also the global lead for the Mine Action Area of Responsibility (MA AoR) within the Global Protection Cluster as specified in the Inter-Agency Standing Committee Policy on Protection in Humanitarian Action (2016). UNMAS serves the Chair of the International Mine Action Standards (IMAS) Review Board and its Steering Committee.

UNMAS provides Member States, the United Nations system and its leadership, as well as the mine action sector at large, with authoritative, impartial expertise and experience acquired through its humanitarian, development, peace operations and peacebuilding assistance to affected countries, as well as through its participation in, and contributions to, treaty-related and diplomatic processes.

## UNMAS Mission

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Through its unique coordination, operational and normative mandate, UNMAS works across the humanitarian-development-peace nexus to protect people from the threat of explosive ordnance, prevent resurgence of violence, strengthen national capacities and enable sustainable solutions to mine action until UN assistance is no longer requested.

## UNMAS Vision

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UNMAS works towards the vision of the United Nations of “a world free from the threat of mines, explosive remnants of war (ERW), including cluster munitions, and improvised explosive devices (IEDs), where individuals and communities live in a safe environment conducive to sustainable peace and development, where no one is left behind, where the human rights and the needs of victims are met and where they are fully integrated as equal members of their societies.”

To enable the UN system to effectively deliver on this vision, we want UNMAS to be:

- a thought leader that concentrates existing technical expertise and resources on explosive ordnance to support the affected countries and communities and the mine action sector in anticipating and addressing evolving needs effectively;
- a UN system-wide service provider that leverages partnerships to implement programmes that contribute to preventing conflict and sustaining peace, reducing humanitarian needs and accelerating recovery and sustainable development; and
- an effective advocate and coordinator that advances the development of standards, policies and norms and drives coherent responses.

## UNMAS Values

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Drawing on the UN core values and competencies, which frame UNMAS work in all aspects, the below value statements have been developed by UNMAS to help define a shared culture and common goals.

With its “Needs Driven, People Centred” approach, UNMAS places people at the heart of its effort and emphasizes national and local capacity-building with a view to continuously reducing the need for UNMAS programming.

- Integrity, Professionalism & Respect for Diversity

We demonstrate pride in our work and commitment to the values of the Organization in our organizational and personal conduct. We promote gender equality, diversity and inclusion in our ranks and in the programming we deliver.

- Accountability

We build trust through a transparent, inclusive and results-based approach to our work and to how we communicate – both internally and with our partners. We ensure our staff and our partners alike know how we work, how we measure results, how we learn from our experience, and how decisions are made.

- Teamwork

We share a common purpose and promote a work environment based on mutual respect and support. We build strong partnerships both within and beyond our own structures and seek out opportunities to help and learn from one another.

- Creativity and Commitment to Continuous Learning

We continuously develop our technical expertise, work processes, tools and systems to deliver results that are relevant, effective and sustainable. By combining innovative tools with analytical capacities, we create and share knowledge that enables better and more coherent responses to emerging challenges.

## Strategic Outcomes

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Based on the UN Mine Action Strategy 2019-2023, UNMAS mission and vision statements, and a comprehensive analysis of the internal and external context, UNMAS has identified five strategic outcomes to define what UNMAS aims to achieve over the next five years. Under each of these, UNMAS has further outlined the intermediate outcomes, to which the Service will contribute, in order to reach the strategic outcomes. Strategic Outcome 1 describes how UNMAS, through its coordination mandate and expertise, will promote coherent approaches to increase the impact of the mine action sector. Strategic Outcomes 2-4 align with the UN Mine Action Strategy 2019-2023 and identify UNMAS contribution to its implementation in the areas of protection from the risks and impacts of explosive ordnance; assistance to and empowerment of survivors, family members and affected communities; and national leadership and management of mine action. Cross-cutting outcomes of the UN Mine Action

Strategy 2019-2023 pertaining to advocacy and gender and diversity are mainstreamed across the Strategic Outcomes within the UNMAS Strategic Plan. Strategic Outcome 5 defines the management outcomes that will enable UNMAS to implement the Strategic Plan. Throughout the implementation, monitoring and evaluation of this Strategic Plan, UNMAS will mainstream gender parity, diversity, empowerment and inclusion.

**Strategic Outcome 1: Coherent approaches to mine action are delivered.**

UNMAS promotes coherent approaches across the humanitarian-development-peace nexus through global and country-level coordination, partnership-building to address new challenges, and mainstreaming of gender responsive and inclusive mine action into relevant frameworks and inter-governmental processes, integrated assessments, planning and joint programming.



**Intermediate outcomes**

<b>Intermediate outcome 1.1.</b>	<b>Intermediate outcome 1.2</b>	<b>Intermediate outcome 1.3</b>
<p>In support of national authorities in affected states, the United Nations system and partners provide a <b>well-coordinated response</b> to the risks posed by explosive ordnance at country and global levels.</p>	<p>Strategic <b>partnerships</b> promote innovation and leverage technical, financial and knowledge resources for mine action.</p>	<p>UN and Member State decision-makers <b>integrate mine action</b> systematically into relevant strategic and policy frameworks, inter-governmental processes, mandates, plans and resourcing requests.</p>
<p><u>UNMAS contributions to IO 1.1:</u> <i>UNMAS will advance development and implementation of common analysis, articulation of needs, shared priorities and response plans, including through its leadership of the Inter-Agency Coordination Group for Mine Action (IACG-MA), Mine Action Area of Responsibility (MA AoR) and context-specific coordination mechanisms. UNMAS will draw on its good offices to communicate joint UN/MA AoR priorities and advocacy messages and develop policy, guidance and standards that inform the understanding of trends and</i></p>	<p><u>UNMAS contributions to IO 1.2:</u> <i>UNMAS will develop action plans, shared commitments, and joint projects with partners with diverse expertise from among Member States, regional organizations, civil society, and academia that contribute to knowledge-sharing, learning and innovation within the sector.</i></p>	<p><u>UNMAS contributions to IO 1.3:</u> <i>UNMAS will use its good offices and messaging with UN senior leadership and Member States to ensure mine action is considered at the early planning stages and in the implementation of multi-dimensional interventions. UNMAS will provide its expertise to strategic analysis, planning and resourcing processes across the humanitarian, development and peace spectrum (e.g. Humanitarian Needs Overview (HNO)/Humanitarian Response Plan (HRP), Common Country Analysis (CCA)/UN Sustainable</i></p>

<i>developments affecting the mine action sector.</i>		<i>Development Cooperation Framework (UNSDCF), Integrated Strategic Framework (ISF), Results-based budget (RBB), national plans etc.).</i>
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<b>Intermediate outcome 1.4</b>
<b>Momentum and profile of mine action</b> as an enabler of the humanitarian-development-peace nexus is maintained and enhanced.
<p><u>UNMAS contributions to IO 1.4:</u>  <i>UNMAS will ensure that its interventions are aligned with the principles of the “New Way of Working” and serve as a catalyst towards achievement of the Sustainable Development Goals (SDGs) and sustainable peace. UNMAS will systematically highlight the role of mine action in advancing the humanitarian-development-peace nexus in its advocacy and messaging. Where relevant, UNMAS will provide technical and operational support to UN, national and other stakeholders involved in peace processes, ceasefire negotiations, DDR and/or similar confidence-building processes.</i></p>

**Strategic Outcome 2: Protection from the risks and impacts of explosive ordnance is strengthened.**

UNMAS contributes to strengthening protection and reducing human suffering, preventing violence, sustaining peace and accelerating progress towards the Sustainable Development Goals (SDGs) through reduction of the risks and socio-economic impacts of explosive ordnance.



## Intermediate outcomes

<b>Intermediate outcome 2.1.</b>	<b>Intermediate outcome 2.2.</b>	<b>Intermediate outcome 2.3.</b>
Released land and infrastructure are <b>used for socio-economic purposes</b> and/or to <b>facilitate humanitarian delivery and return of displaced populations.</b>	Individuals, communities, UN entities and personnel and national institutions <b>adapt behaviour</b> to protect themselves from the risks posed by explosive ordnance.	UN and national institutions <b>manage, secure and dispose of weapons and ammunition</b> in accordance with international guidelines.
<u>UNMAS contributions to IO 2.1:</u> <i>UNMAS will carry out explosive ordnance (mines, ERW, IEDs) survey and clearance in support of and coordination with national and local authorities, communities, humanitarian, development and other partners. UNMAS will promote compliance with relevant national and international standards, including the International Mine Action Standards (IMAS).</i>	<u>UNMAS contributions to IO 2.2:</u> <i>UNMAS will deliver gender-, age- and context-adapted mine risk education on the basis of needs and vulnerability assessments and in coordination with partners.</i>	<u>UNMAS contributions to IO 2.3:</u> <i>UNMAS will provide assistance in the proper storage and inspection of conventional ammunition stockpiles in support of national entities and UN troop- and police-contributing countries. UNMAS will also provide technical support to collect and destroy unsafe and unserviceable weapons and ammunition in line with International Ammunition Technical Guidelines (IATG) as well as the Modular Small-arms-control Implementation Compendium (MOSAIC).</i>

<b>Intermediate outcome 2.4.</b>	<b>Intermediate outcome 2.5.</b>
UN entities, including peace operations, <b>implement their mandates with reduced risk</b> in areas contaminated with explosive ordnance.	Mine action <b>mitigates the threat of Improvised Explosive Devices (IEDs) effectively and coherently.</b>
<u>UNMAS contributions to IO 2.4:</u> <i>In line with Security Council mandates and requests from humanitarian and development partners, UNMAS will contribute to effective mandate delivery through technical expertise and access to areas with explosive ordnance threat. As an enabler to and, where mandated, integrated component of peace operations</i>	<u>UNMAS contributions to IO 2.5:</u> <i>UNMAS will consolidate its role as the UN system expert on issues pertaining to IED threat mitigation. UNMAS will provide technical expertise to the UN system and other actors and will continue to develop guidance and standards in response to the growing threat posed by Improvised Explosive Devices (IEDs). In line with the Secretary-</i>

<i>(peacekeeping and special political missions), UNMAS will provide pre-deployment and in-mission training, equipment and mentoring support to troop- and police-contributing countries and UN-supported armed forces in compliance with UN and international standards, including in the area of EOD and IED threat mitigation. UNMAS will assist with access security for UN sites and provide context-specific sensitization on the explosive risks.</i>	<i>General's Disarmament Agenda, UNMAS will develop and implement a system-wide approach to IED threat mitigation in partnership with UN actors. UNMAS will work with partners to put in place a common UN tool for knowledge sharing and planning for IED threat mitigation.</i>
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**Strategic Outcome 3: Victims<sup>3</sup> of explosive ordnance have equal access to relevant social services and participate fully in social and economic life.**

UNMAS promotes adherence to and compliance with the relevant legal instruments<sup>4</sup> and integrates the needs of survivors, family members and communities into UNMAS policy, advocacy and operational responses.



**Intermediate outcomes**

<b>Intermediate outcome 3.1</b>	<b>Intermediate outcome 3.2.</b>	<b>Intermediate outcome 3.3.</b>
Governments address <b>the needs of survivors, family members and communities</b> impacted by explosive ordnance in national policies and programmes in accordance with international conventions.	<b>Immediate humanitarian needs</b> of survivors, family members and communities are reduced.	Mine action stakeholders <b>raise awareness and resources to empower</b> survivors, family members and communities impacted by explosive ordnance.

<sup>3</sup> In line with the United Nations Victim Assistance Policy 2015, Victims include directly impacted individuals (including survivors), their families and communities affected by mines, ERW, cluster munitions or improvised explosive devices (IEDs) following conflict. The term “survivor” shall refer to a person who was harmed or injured as a result of a mine, ERW, cluster munition or IED accident and has survived the accident. [https://www.mineaction.org/sites/default/files/un\\_policy\\_on\\_victim\\_assistance\\_in\\_mine\\_action\\_2016\\_update\\_0.pdf](https://www.mineaction.org/sites/default/files/un_policy_on_victim_assistance_in_mine_action_2016_update_0.pdf)

<sup>4</sup> Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May be Deemed to be Excessively Injurious or to Have Indiscriminate Effects (CCW), including Amended Protocol II and Protocol V; Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on their Destruction (APMBC); Convention on Cluster Munitions (CCM); and Convention on Rights of Persons with Disabilities (CRPD)

<p><u>UNMAS contributions to IO 3.1:</u>  <i>Within the framework of the UN Policy on Victim Assistance, UNMAS will coordinate with other UN system actors to carry out advocacy and policy dialogue with national authorities and capacity building support to advance multi-sectoral assistance and equitable and sustainable referral pathways for victims of explosive ordnance. UNMAS will strengthen partnerships to identify and provide relevant expertise in support of national actors.</i></p>	<p><u>UNMAS contributions to IO 3.2:</u>  <i>Where national capacity and sustainable referral pathways are not available, UNMAS will act as a provider of last resort to deliver targeted, time-limited and gender- and age-inclusive health, psycho-social and livelihoods assistance.</i></p>	<p><u>UNMAS contributions to IO 3.3:</u>  <i>UNMAS will carry out public advocacy and awareness-raising initiatives that highlight and raise resources to empower survivors, family members and communities, including in the context of the annual Meeting of the Mine Action National Directors and United Nations Advisers and events around International Day Awareness and Assistance in Mine Action. UNMAS will expand partnerships for victim assistance with UN and non-UN entities, including through its role as the global coordinator of the five-year Safe Ground Campaign. UNMAS will draw on the Global Advocate in support of its advocacy message on victim assistance.</i></p>
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**Strategic Outcome 4: National leadership and capacities for effective mine action are strengthened.**

UNMAS support national institutions and capacities to lead and manage mine action functions and responsibilities effectively in line with international conventions and standards.



**Intermediate outcomes**

<b>Intermediate outcome 4.1.</b>	<b>Intermediate outcome 4.2.</b>	<b>Intermediate outcome 4.3.</b>
<p>National institutions and capacities <b>develop and implement policies, strategies and programmes</b> in accordance with legal frameworks, national mine action standards and evolving threats.</p>	<p><b>National operators for mine action are effective.</b></p>	<p>States adhere to and comply with relevant <b>international legal instruments</b>, in particular the Anti-Personnel Mine Ban Convention (APMBC), the Convention on Cluster Munitions (CCM), the Convention on Certain Conventional Weapons (CCW) and its associated Protocols, and the Convention on the Rights of Persons with Disabilities (CRPD).</p>
<p><u>UNMAS contributions to IO 4.1:</u>  <i>In support of national</i></p>	<p><u>UNMAS contributions to IO 4.2:</u>  <i>UNMAS provides technical</i></p>	<p><u>UNMAS contributions to IO 4.3:</u>  <i>In coordination with UN and other</i></p>

<p><i>leadership and progressive phasing out of UNMAS assistance, UNMAS provides national authorities with technical and capacity development and targeted interventions, including in the areas of planning, prioritization, coordination, resource mobilization, financial management and quality management. Where relevant, UNMAS also provides support to national entities on WAM training. UNMAS mainstreams gender and diversity dimensions into its support and supports implementation of policies, strategies and programmes in accordance with relevant legal frameworks, national mine action standards, SOPs and guidelines.</i></p>	<p><i>support and training to enhance the capacity of national operators to manage the threat posed by all explosive ordnance in accordance with national and international standards.</i></p>	<p><i>partners, UNMAS advocates and provides technical assistance for universalization to relevant legal instruments and standards and compliance with international obligations. As requested, UNMAS supports national entities with compliance and fulfillment of international obligations including reporting requirements. UNMAS also provides expertise and plays an advisory role to Member States in the context of international humanitarian law meetings discussing emerging issues and evolution of operating contexts and threats.</i></p>
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## **Strategic Outcome 5: Organizational accountability and effectiveness are enhanced.**

UNMAS is committed to maximizing organizational accountability and effectiveness, in line with the values of the organization, as well as institutional reforms and priorities of the UN Secretary-General, to better fulfill its mandate and deliver on its Strategic Plan.



### **Intermediate outcome**

<b>Intermediate outcome 5.1.</b>	<b>Intermediate outcome 5.2</b>	<b>Intermediate outcome 5.3</b>
<p>UNMAS policy and programming addresses the specific <b>needs of women, girls, men and boys from diverse backgrounds and facilitates their empowerment and inclusion.</b></p>	<p>UNMAS applies <b>results-based management</b> across its implementation, coordination, policy and advocacy functions.</p>	<p><b>Transparent and accountable internal governance</b> enables achievement of priorities and ensures compliance.</p>
<p><u>UNMAS contributions to IO 5.1:</u> <i>UNMAS will mainstream gender and diversity across its policy, advocacy, communication and programmatic interventions, in line with relevant policy and</i></p>	<p><u>UNMAS contributions to IO 5.2:</u> <i>UNMAS will institutionalize guidance and practice for strategic alignment of country strategies, programme/project plans, unit and individual work plans to deliver on its Strategic</i></p>	<p><u>UNMAS contributions to IO 5.3:</u> <i>UNMAS will codify headquarters work, governance and decision-making processes in compliance with organizational rules, regulations, policies and</i></p>

<p><i>guidelines, in particular the United Nations Gender Guidelines for Mine Action Programmes. UNMAS will continue to systematically collect gender- and age-disaggregated beneficiary data and promote and highlight diversity as part of communication and outreach activities. UNMAS will ensure that design, implementation and monitoring and review of projects and programmes are gender-responsive and respond to the differential needs of women, girls, men and boys and advances their empowerment and inclusion.</i></p>	<p><i>Plan. UNMAS will develop and implement a corporate monitoring, reporting and evaluation framework that provides accountability, identifies lessons and good practice, and informs decision-making. UNMAS will institutionalize risk management into its decision-making at all levels.</i></p>	<p><i>guidance to maximize efficiency, transparency and prioritization. UNMAS will ensure organizational structure and capacities are aligned to deliver against strategic outcomes and institutionalize internal processes to assess, monitor and enhance organizational culture and performance on a regular basis. UNMAS will improve quality and standardization of data management.</i></p>
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<b>Intermediate outcome 5.4</b>	<b>Intermediate outcome 5.5</b>
<p>UNMAS receives <b>diversified and unearmarked resourcing</b> to fulfill its mandate.</p>	<p>UNMAS invests in a <b>diverse, empowered and engaged work force.</b></p>
<p><u>UNMAS contributions to IO 5.4:</u>  <i>UNMAS will coordinate with UN and other partners to advocate for adequate resourcing for global mine action requirements and manage the Voluntary Trust Fund for Assistance in Mine Action as a conduit for channeling resources towards meeting jointly identified needs and priorities. UNMAS will engage with traditional and non-traditional donors to strengthen sustainable partnerships, adherence to Grand Bargain commitments and provision of flexible funding. UNMAS will use its good offices role to advocate with relevant UN decision-makings to ensure UNMAS backstopping requirements for</i></p>	<p><u>UNMAS contributions to IO 5.5:</u>  <i>UNMAS will advance organizational and departmental gender parity and diversity targets through implementation of targeted strategies and initiatives to attract, develop and retain staff. UNMAS will foster an open and transparent work culture and teamwork by institutionalizing processes of annual personnel survey to inform dialogue between management and staff, 360 performance appraisal for staff at different levels and functions, and professional development.</i></p>

<i>peace operations are funded from appropriate budgetary sources.</i>	
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## Monitoring and Evaluation

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Implementation of the Strategic Plan will be measured with a Monitoring & Evaluation Framework. This framework is aligned with the UN Mine Action Strategy 2019-2023 and encompasses a results framework that includes indicators, baseline data and annual and/or multi-year targets for each intermediate outcome in the strategic plan. The UNMAS monitoring and evaluation activities for the five-year period are captured in an M&E plan and will include annual reviews, mid-term and final reviews, surveys and case studies. During the development and implementation of the M&E framework, data gaps will be identified. Subsequently, targeted efforts will be carried out to bridge those gaps.

While the M&E Framework focuses on the intermediate outcomes of the UNMAS Strategic Plan, it is also necessary to monitor progress toward the strategic outcomes. The latter monitoring will be carried out in conjunction with monitoring of the UN Mine Action Strategy 2019-2023 and in line with priorities identified through the monitoring reports for the UN Mine Action Strategy 2013-2018. These reports emphasized the importance of deploying socio-economic baseline surveys to enable an understanding of the impact of mine action on the Sustainable Development Goals.