

# **Chad Mine Action Assessment Mission Report**

Prepared by

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6 July 2005

## **I. Introduction**

A joint UNDP-UNOPS mission visited Chad from 1 to 9 June 2005. The mission included Oren Schlein, Resource Mobilization and Partnerships Advisor from UNDP/BCPR's Mine Action Team, and Tanja Rzehak, UNOPS Portfolio Manager.<sup>1</sup>

The terms of reference of the mission were to:

- review the efforts of the UN programme to develop mine action managerial and technical capacities;
- determine the need for more donor support and how this can be achieved; and
- make recommendations on how the programme can be improved.

The mission met with several stakeholders, including the Haut Commissariat National de Déminage (HCND), the UNDP Chief Technical Advisor (CTA) and his project team, the UNDP country office, UNICEF, and representatives of major donor governments and the World Bank. The mission visited demining operations in Wadi Doum supervised by the NGO, Mines Advisory Group (MAG), which is under contract with UNOPS, and the HCND Regional Centers in Faya Largeau and Fada. (See Annex I for a list of meetings and participants.)

The mission would like to thank all those who contributed to the preparation of the visit and especially for their generous hospitality. The mission remains confident that targeted inputs to the recommendations we have made will strengthen the HCND and the UN's mine action programme in Chad.

## **II. General Observations**

One of the observations that the mission made was that the Chad mine action programme has suffered from a lack of effective outreach to the international mine action and development communities. As a consequence, Chad has essentially 'dropped off the radar screen' of key donors and supporters. The management problems within HCND through 2004 have not inspired confidence in the national programme and donors have, accordingly, directed their support to other mine-affected countries in the region. Another equally significant observation is that the mine action community in Chad has a very clear picture of the impact of mines on the country and how to best tackle the problem. The challenge in Chad is not, therefore, one of prioritization or inadequate information, but rather lack of funding. With a concerted effort to mobilize significantly more financial and in-kind support, the Chad mine action programme could begin making significant gains in the short to medium term. This will require more active engagement of the UNDP country office, particularly in establishing and chairing a Donor Coordination Mechanism, and of the HCND, the UNDP mine action programme in Chad, and BCPR's Mine Action Unit in raising the profile of the national programme at the regional and global levels.

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<sup>1</sup> Oren Schlein visited Chad 2-7 June 2005; Tanja Rzehak visited Chad 1-9 June 2005.

### III. Chad Mine Action Programme – Management and Operational Issues

#### A. Haut Commissariat National de Déminage (HCND)

The HCND is the Government agency responsible for organizing, planning, supervising and managing all mine action activities in Chad. HCND is under the overall responsibility of the Ministry of Planning, Development and Cooperation. Its main activities, which are supported by the UN mine action programme and bilateral support, include:

##### a) HCND/UNDP-UNOPS

UNDP's mine action programme, which is implemented by UNOPS, helps HCND with the following activities:

- Organizing, planning, accrediting, supervising, managing, quality assuring and certifying mine action operations
- Technical surveys, clearance operations, stockpile destruction
- IMSMA database management
- Coordination of mine risk education and survivor assistance initiatives

##### b) HCND/US Bilateral

The United States Government has a bilateral programme with Mines Advisory Group in support of HCND, which includes:

- Technical survey and clearance
- Survivor assistance

##### c) HCND/UNICEF

UNICEF's programme includes:

- Fundraising for MRE in coordination with UNDP/UNOPS (UNDP Portfolio)
- Provision of a consultant to work with HCND's mine risk education teams
- The priorities of this initiative include providing, through the HCND MRE teams, mine risk education for refugees in camps along the Sudanese border and in affected communities in the north of Chad

Following the appointment of a new Coordinator in October 2004, HCND underwent a comprehensive restructuring in March 2005. A new Deputy Coordinator, Cabinet Director, Programme Administrator and heads of departments have been appointed. A plan has also been developed to restructure the regional centres, which is contingent on availability of resources.

#### HCND Challenges

HCND faces several challenges, including:

- Too frequent rotations and changes of key personnel. There is a need to retain personnel in their positions for longer periods of time, to further develop their capacities and to ensure a sustainable programmatic and managerial structure within HCND.
- Lack of resources, including the delay in receiving financial commitments from the Chadian Government, severely affect the ability of HCND and the UN mine action programme to undertake planned activities.
- Further reorganization, reduction and simplification of structures are required to improve efficiency and rationalize costs.

- The public image of HCND, particularly among international stakeholders based in Chad and overseas, needs to be significantly strengthened. A comprehensive public relations and resource mobilization strategy needs to be developed to draw the attention of the international mine action and development communities to the problems facing Chad.

## **B. UNDP Programme Management**

The main objectives of Phase III of UNDP's mine action assistance programme that commenced in August 2004 include:

- Strengthening the capacity of HCND to coordinate, plan, mobilize and manage resources, in accordance with the implementation of Chad's National Mine Action Strategic Plan.
- Strengthening the capacity of HCND to coordinate and supervise operational deployment in areas identified as national priorities by the Government.
- Strengthening the capacity of HCND to ensure Chad's adherence to the Government's obligations under the Ottawa Convention.

The UNDP mine action programme has achieved several notable successes, including:

- Formulating the National Mine Action Strategy and incorporating mine action into the National Poverty Reduction Strategy. A proposal for an ongoing mine action/unexploded ordnance initiative has been included as the first project under the Government's good governance programme. (It should be noted that although the Government has pledged approximately US\$110 million over a 14-year period, the likely amount to be provided will be significantly less and will be funded largely through oil revenues.)
- Facilitating the preparation of HCND's 2005 annual work plan, which reflects the priorities included in the National Mine Action Strategy.
- Financial support from DFID through the UN for mine clearance operations undertaken by Mines Advisory Group.
- The UN has conducted refresher training of national demining and EOD teams. The EOD teams have completed their work in Wadi Doum and are now in the process of being retrained to conduct a technical survey of Fada and other priority areas.
- The UN project has procured equipment and vehicles to support HCND operations.
- There have been increased efforts to train and coordinate the activities of national staff.
- The HCND Coordinator and UNDP's Chief Technical Advisor have made significant progress in proactively mobilizing resources. Further support is required to develop a structured resource mobilization strategy.
- The UN programme, with support from UNICEF and US financing, is currently helping to further develop mine risk education and survivor assistance activities within HCND.

The UN programme faces several challenges, including:

- Ongoing funding uncertainties and in particular difficulty in mobilizing long-term resources. It is critical that the international mine action and development communities recognize that one of the primary bottlenecks to a more aggressive and effective response to the mine problem in Chad – now that many of the managerial and structural problems within HCND have been addressed – is the chronic lack of resources. The impact of this financial situation is that operations are frequently interrupted, procurement activities are delayed, and personnel are employed on short-term contracts, which does not lead to job security.
- When Phase III of the programme started, the Chadian Government committed to provide a dollar-for-dollar match on all UNDP funds. UNDP advanced several hundred thousands of dollars in funding in reliance on this pledge. The main issue currently impeding the continuation and

expansion of project activities is the Chadian Government's delay in honoring its commitment to co-fund the project.

- Frequent replacement of key HCND personnel. This has created instability within the agency and has undermined the effectiveness of the technical training programmes, including IMSMA training, provided by international advisors.

The mission, HCND Coordinator and UN mine action staff in Chad all recognize that significantly more can be achieved in developing national mine action capacities. All parties agreed that this should remain the focus of international assistance to the national programme.

To address the above-mentioned challenges, it has been agreed that as a matter of priority – and in accordance with HCND's annual work plan – the CTA and the HCND Coordinator should undertake a review of human resources. This review should ensure that HCND staff is properly qualified for the positions for which they are considered and meet the requirements of their terms of reference. Following the review, the CTA, Administration/Finance/Logistics Advisor, and the HCND Coordinator will prepare a comprehensive training plan for national staff.

Since the number of international advisors is limited to two persons at present – a significant reduction from earlier years – training opportunities need to be identified through UNDP's Senior and Middle Management Training programme, the Mine Action Exchange programme, and external training opportunities.

An equally important priority area for the UN mine action programme is ensuring the sustainability of mine action operations, including specifically:

- Continuing support to ongoing clearance operations.
- Expanding the capacity of the HCND demining/EOD teams.
- Developing a technical survey capacity, which is currently in progress.
- Deploying technical surveyors to Fada and other high priority locations identified by the Landmine Impact Survey and the Chadian Government.

### **C. Roles and Responsibilities of Technical Advisors**

The UNDP assistance project currently has two international advisors. The Chief Technical Advisor and Operations Advisor positions were merged into one position following the Tripartite Review in May 2003. This latter role includes advising and coordinating support to HCND Operations. The project document identifies the need for a periodic Operations/Quality Assurance Consultant; however, this has not yet happened because of lack of funds. In view of the recent restructuring and appointment of several new managers within HCND, it is difficult for one person to effectively fulfil the requirements of both positions.

Coordination and information-sharing between the CTA and the HCND Coordinator is very good. The CTA and HCND's Operations Department coordinate planning of operations, prioritisation and tasking. A more structured approach to providing advice and knowledge-sharing with this department, including the establishment of regular meetings, is required but subject to the availability of the HCND Operations Manager.

The administration, finance and logistics functions are undertaken by one Administration/Finance/Logistics Advisor (Swiss in-kind) who joined the project in March 2005. As this is the advisor's first experience working within a UN mine action project, it has been agreed that he will attend an orientation briefing in New York in order to strengthen his knowledge of the mine action issue and the UN's operations. Such orientation is normally done prior to deployment, but there was an urgent need for him to arrive in-country for the handover from the previous advisor. The training will be funded by the Swiss Government.

Following the restructuring of HCND and the establishment of three new departments for Administration and Finance, Human Resources, and Logistics (previously one department), it is expected that the Administration/Finance/Logistics Advisor will work more closely with his counterparts in HCND and assist them in developing and implementing a training plan and operational rules and procedures. This will include managing a joint budget, which is dependent on receipt of the Government's promised contribution to the mine action programme.

The Information Advisor position (formerly Swiss in-kind) has been vacant since February 2005. Discussions are ongoing with the Swiss Government, which is currently trying to identify a replacement. The deployment of this advisor is critical to the success of the programme, particularly because a new head of the Information Department has recently been appointed and there have been several staff changes in this department over the years. In addition, training opportunities need to be identified for the national database staff. Should the Swiss contribution fail to materialize, additional resources will be required to recruit an advisor.

#### **D. Planning and Monitoring**

HCND's 2005 work plan identifies key priority activities for the year, which are planned and monitored by the HCND Coordinator, the heads of departments and the international advisors. The UNDP CTA and technical advisor prepare monthly reports on the progress of the project. The CTA should ensure that these reports are shared with the HCND Coordinator and all key UN stakeholders, including the UNDP country office, UNOPS New York, and UNDP/BCPR's Mine Action Unit.

There is regular interaction and reporting between the UN mine action programme and the UNDP country office, and this should continue. While recognizing the country office's other commitments, there are nevertheless certain operational areas, particularly with regard to resource mobilization, resource management, and donor reporting, where the country office could become more systematically engaged. This would be a great support to the UN mine action programme. In addition, UNOPS as executing agency should visit the project annually. The last UNOPS mission was in May 2003, and there was no mission in 2004 because of scheduling conflicts with UNDP/BCPR. Every effort should be made to avoid such long periods between missions in the future. The programme is evaluated periodically through TPR reviews with the Government, UNDP and the executing agency. The last TPR was held in 2003 and another one should be planned for late 2005 or early 2006.

#### **E. Mine Action and UNDP Country Office Priorities**

Mine action is recognized as a critical issue to be addressed within the context of Chad's recovery and long-term development activities. It has been included in the UN's Common Country Assessment (CCA) and UN Development Assistance Framework (UNDAF), the latter which has been approved by the Chadian Government. UNDP's Country Programme Document for Chad has been prepared as the framework for UNDP's interventions from 2006 to 2010. It has been based on Chad's national development priorities and goals and was prepared with input from and consultations with all key stakeholders, including line ministries, civil society, UN agencies and donors. The country office is currently awaiting approval of the Country Programme Document from the Regional Bureau for Africa. The plan will be formally presented to UNDP's Executive Committee for approval in September 2005.

The mission met with the UNDP Resident Representative and staff responsible for mine action. Among the key issues raised was the need to increase the visibility of mine action, as well as the overall needs of the country. It was noted that the international community has recently expressed increased interest in Chad because of the development of the oil industry and because of the crisis in Darfur and the associated refugee problem along Chad's eastern border. The Chadian Government and people do not necessarily recognize the full potential of the increased opportunities for visibility on the world stage. One of the essential areas of UNDP involvement in Chad must be to train people who can effectively support the development of the country, including persons involved in the mine action sector.

The overall sentiment was that UNDP can work with the Government and that both UNDP and the

Government recognize the pivotal role that mine action can play in the future development of the country. For this reason, mine action is among the top programmatic priorities for the country office.

The Resident Representative agreed with the mission's recommendation to establish a Donor Coordination Mechanism chaired by UNDP. In addition to accessing new money, especially through the EU and the country's oil revenues, this group will be a primary mechanism for raising the profile of Chad's mine problem among the international mine action and development communities. The Resident Representative also indicated that in his meetings with senior Ministry officials he has made, and will continue to emphasize, the point that UNDP will not continue to pay for mine action unless the Government fulfills its financial commitment to the programme. Finally, it was also agreed that monthly UNDP project meetings would continue to be scheduled between the country office and the mine action programme, including the CTA and technical advisor.

#### **IV. Development of Technical Capacity**

The terms of reference of the mission did not include an in-depth examination of technical issues, as a technical expert was not a part of the mission team. The mission did, however, visit field operations and held discussions with the UN CTA, HCND Coordinator and the MAG Project Manager. The following general observations can be made:

- There were concerns raised by the mine action and UN communities about the state of the mine action programme in Chad after several accidents in late 2003 and the first half of 2004. The overall feeling is that the technical deficiencies that led to these accidents have been addressed by the UN and Mines Advisory Group, which has strengthened international supervision of clearance operations since the departure of the former international operator, it has provided refresher training to deminers, and it has revised the standard operating procedures (SOPs) in Chad.
- Clearance operations are currently conducted under the supervision of MAG, which has two separate contracts in Chad, one funded by UNDP and the other provided bilaterally through the US. Their operations conform to the international mine action standards (IMAS) and the SOPs developed by MAG have been reviewed and accepted by HCND. However, updated national standards do not exist at this time and these should be developed as a priority.
- HCND uses the results of the Landmine Impact Survey as a planning and prioritisation tool. These results were also used in the drafting of the National Mine Action Strategy.
- MAG provides monthly and completion reports that are entered into the IMSMA database. MAG also conducts internal quality assurance in accordance with the SOPs. External quality assurance is conducted by HCND and the UN CTA. HCND and the UN CTA conduct periodic monitoring visits to field operations – once or twice a month.
- The linkage between the IMSMA database and field operations is weak and needs to be improved, and the national staff requires further training in order to optimise the use of the database for prioritisation and tasking. As mentioned earlier, it is recommended that national staff participate in UNDP's Management Training and Mine Action Exchange programmes. Placement in the exchange programme should be with a national programme that has a well-established information department. Deployment of an Information Advisor is critical.
- While coordination exists among the UN CTA, HCND and the operator (MAG), there is scope to further improve and formalize this tripartite relationship. A Technical Working Group should be formed, comprised of the CTA, the Deputy Coordinator and Head of Operations of HCND, and the MAG Project Manager. The technical working group should meet regularly to review ongoing operations, work plans, tasking and prioritisation of sites.

## **V. Resource Mobilization & Partnerships**

As described above, one of the key impediments to the ability of the Chad mine action programme to achieve greater progress is a perpetual lack of resources. This has been due to an image problem that the programme has faced because of the former problems within the HCND management structure and the accidents and questions related to the appropriate use of international mine action standards in Chad's programme. These questions have now largely been addressed.

### **A. Current Funding Situation**

The Chad mine action programme currently only has funding through the end of August 2005. A recent bilateral pledge from the Swiss Development Cooperation of US\$320,000, which will not be channelled through UNDP, does not aid the UN programme's financial situation. Accordingly, should additional funds not become available by end July 2005, the contracts of UNDP project staff and contractors will have to be terminated. The continuing challenge of identifying ongoing international support for the mine action programme to ensure the sustainability of the effort must be addressed as a matter of urgency. This includes increased financial contributions and placement of additional technical advisors through in-kind contributions.

### **B. Impact of Funding Shortfalls**

The funding shortfall has limited the ability of the national programme to maximize its potential. Dozens of trained national deminers have not been paid since November 2004 and are currently not working. This is an unfortunate by-product of the challenges that have faced the programme in recent years. At the community level, dozens of affected communities continue to suffer the effects of landmine and unexploded ordnance contamination, including significant impediments to the recovery and development of their lands, villages, and livelihoods.

### **C. Donor Priorities and Objectives**

Eight donors have provided financial and/or in-kind support to the mine action programme in Chad in the past year. These include Canada, Germany, Italy, Japan, Switzerland, Sweden, the United Kingdom and the United States. Some of this support has been channelled through the UN and some has been provided bilaterally to HELP and most recently to MAG, the only international operator currently working in Chad. Several other potential donors have been identified, including the European Union, Kuwait, Libya, Russia, Saudi Arabia, Taiwan, and the United Arab Emirates.

The mission met with representatives from three donors – the European Union, Swiss Development Cooperation and United States – as well as the World Bank. Following are summaries of these meetings and key conclusions, as well as a brief comment on the United Kingdom.

#### **a) European Union**

The European Union does not currently provide funding to Chad's mine action programme, although opportunities exist through active engagement of the EU in Chad and Brussels. There are two primary sources of funding: the EU budget along thematic lines, including mine action; and the European Development Fund (FED), which is the largest source of funding for Chad. The process of obtaining funds for mine action through the FED is complex and lengthy and would require making the argument for mine action as a development issues. A formal proposal would need to be submitted by the Government of Chad through the Ministry of Planning, Development and Cooperation. It was noted that the EU supports Chad's good governance initiatives and making the linkage between mine action and good governance may be one way to generate interest in the mine action programme. The EU typically places a person in the relevant government body that benefits from its funding, to address capacity building issues.



Within the EU budget, mine action funding is provided according to a triennial plan. All funds are currently committed for the 2005-2007 plan and Chad is part of the list of recipient countries. The EU representative in Chad has recommended that UNDP formally approach the EU to include Chad in the next 2008-2010 mine action plan. As of March 2005, all EU funding decisions are made at the geographic level and no longer through the departments responsible for thematic areas. That said, successful inclusion of mine action in the next plan will require active engagement of both the EU's thematic and geographic departments in Brussels as well as the country office in Chad. The most urgent issue is to find out when the new mine action programming cycle will be conducted. It was also noted that 11 African countries receive mine action funding and there is no compelling argument for excluding Chad from this list.

b) Swiss Development Cooperation

Swiss support to the mine action programme in Chad is both financial and in-kind. Switzerland currently pays for the Administration/Finance/Logistics Advisor that is attached to the UN mine action programme. In addition, the Swiss Development Cooperation (SDC) has recently announced a pledge of US\$320,000 to support mine and BAC operations in the Fada Region. SDC funds demining activities through the Swiss Government's development budget. It views the mine problem and HIV/AIDS as two of the most serious impediments to development in Chad. In addition, it is important to resolve the ongoing civil strife in the Tibesti region of Chad to ensure stability throughout the country, which would enable mine action operations to be undertaken in this remote area along the Libyan border.

One of the important points that the SDC country representative made was that Chad has no institutional tradition. In the work environment, the focus is on the individual and not the organization, which underscores the importance of maintaining strong relationships. It also explains the problems that the international community in Chad has in developing sustainable programmes, including mine action.

The Swiss representative supported the idea of establishing a Donor Coordination Mechanism, especially to generate greater international interest in the mine action programme and to improve transparency regarding the use of funds. In particular, he felt that UNDP could be more active in bringing donors and UN agencies together.

c) United Kingdom

The United Kingdom provided bilateral funding through UNDP in 2004 to support the UNDP mine action programme and clearance operations by Mines Advisory Group. No DFID funding has been pledged for 2005 and it is likely that any future funding would be provided directly to the operator.

d) United States

The United States currently provides bilateral funding for MAG's operations in Chad. UNDP would prefer that the funds are channeled through the UN, although this is unlikely, as the US prefers to fund operators directly. It is important to ensure that all operations are well coordinated, irrespective of how funds reach the field.

e) World Bank

The World Bank has a good working relationship with the Government of Chad. It supports the UN's mine action initiative and is willing to participate in the proposed Donor Coordination Mechanism.

We discussed at length the issue of Chad's oil revenues and how these might be applied to mine action operations. The Government has an agreement with the oil industry whereby it receives 12.5% of gross revenues as royalties – US\$222 million over the past 18 months. It is conservatively estimated that Chad will receive at least US\$2.5 billion over the next 25 years. 10% of the royalties are set aside in an offshore Future Generation Fund. 80% of the remaining 90% is shared among various sectoral



areas, 5% is earmarked for the oil-producing regions, and 15% is set aside for the Government budget. The sectoral areas currently include micro-economic activities, health, education, and infrastructure such as transportation, energy, and communications. The Government and development actors working in-country may expand this list in the future.

The key to accessing oil funds for mine action is to make the link between mine action and as many of the sectoral focus areas as possible. The World Bank agrees with the link between mine action and development and is willing to assist UNDP make the case with the Government. A Collège approves all projects, which are submitted through line ministries. It was noted that the HCND Coordinator is a member of the Collège.

The World Bank mentioned that it is supporting a demobilization and reinsertion programme, but that demining activities are not included. Further discussions should be had between the UN and the World Bank on incorporating mine action into this project.

#### **D. Chad Government Funding**

The Government of Chad has pledged approximately US\$110 million for mine action over the next 14 years. This commitment has been included in the National Poverty Reduction Strategy and is expected to be funded through the royalties from oil revenues. It was noted that the actual amount of funding required to complete the mine programme in Chad is considerably less than US\$110, but that the Government regularly overstates funding needs, assuming that funds received will ultimately be less than what has been requested.

The immediate challenge is to persuade the Government to fulfill its commitment to provide US\$1 million each for the 2004 and 2005 mine action budgets. Once this issue has been addressed, UNDP should more actively engage the Government on how it plans to realize its long-term pledge.

#### **E. Donor Coordination Mechanism**

As previously mentioned, all donors, the UNDP country office and the World Bank have agreed to establish a Donor Coordination Mechanism, which will help coordinate the mine action activities of the development and donor communities in Chad and seek to improve transparency on the use of donor funds. The UNDP Resident Representative has agreed to chair this body, which should meet at least once a quarter.

#### **F. Visibility and Public Relations**

Related to the various challenges that the Chad mine action programme has faced in recent years, there has been a noticeable lack of visibility of the programme within the mine action and development communities. One of the key initiatives that UNDP can assist HCND with is to embark on a global public relations campaign that will showcase the changed environment in which the mine action programme now operates. Related to this effort will be ensuring that all donors receive increased visibility within the international community and media. This, coupled with successful utilization of funds, will encourage donors to continue supporting the programme in the long-term.

## **VI. Recommendations**

The following is a summary of the key recommendations of the mission:

### **A. Human Resources**

- The CTA and the HCND Coordinator should undertake a review of human resources within HCND. This review should ensure that HCND staff is properly qualified for the positions for which they are considered and meet the requirements of their terms of reference.
- The UNDP assistance project currently has two international advisors, a CTA and an Administration/Finance/Logistics Advisor. Funding is urgently required to hire an Operations/Quality Assurance Consultant.
- The Information Advisor position (Swiss in-kind) has been vacant since February 2005 and needs to be filled as soon as possible. The Swiss Government is currently identifying a replacement, but should this contribution fail to materialize, additional resources will be required to recruit an advisor.

### **B. Development of Technical Capacity**

- Following the human resources review, the CTA, Administration/Finance/Logistics Advisor, and the HCND Coordinator should prepare a comprehensive training plan for national staff. This should include participation in UNDP's Senior and Middle Management Training programme and the Mine Action Exchange programme.
- Chad's national mine action standards need to be updated to reflect the international mine action standards (IMAS).
- The linkage between the IMSMA database and field operations is weak and needs to be improved, and the national staff requires further training in order to optimise the use of the database for prioritisation and tasking.
- While coordination exists among the UN CTA, HCND and the operator (MAG), there is scope to further improve and formalize this tripartite relationship. A Technical Working Group should be formed, comprised of the CTA, the Deputy Coordinator and Head of Operations of HCND, and the MAG Project Manager. This group should meet regularly to review ongoing operations, work plans, tasking and prioritisation of sites.

### **C. Mine Action Operations**

The UN should ensure the sustainability of mine action operations through:

- Continuing support to ongoing clearance operations.
- Expanding the capacity of the HCND demining/EOD teams.
- Developing a technical survey capacity, which is currently in progress.
- Deploying technical surveyors to Fada and other high priority locations identified by the Landmine Impact Survey and the Chadian Government.

### **D. Planning and Monitoring**

- The UN mine action programme should ensure that all monthly progress reports are shared with the HCND Coordinator and all key UN stakeholders, including the UNDP country office, UNOPS New York, and UNDP/BCPR's Mine Action Unit.
- Although there is regular interaction and reporting between the UN mine action programme and the UNDP country office, including monthly project meetings, the programme would benefit from greater country office involvement in certain operational areas, particularly with regard to resource mobilization, resource management, and donor reporting.

- As executing agency, UNOPS should visit the project annually.
- A tripartite review (TPR), including the Government, UNDP and the executing agency (UNOPS), should be planned for late 2005 or early 2006.

#### **E. Resource Mobilization**

- A Donor Coordination Mechanism should be established with UNDP as chair. The group, which should include all donors and the World Bank, should meet at least quarterly.
- UNDP should explore funding opportunities with the European Union. Particular attention should be made to including mine action in the next 2008-2010 mine action plan, which is funded through the EU budget. Equally important is identifying funding through the European Development Fund, which will require making a compelling argument for mine action as a development issue.
- UNDP should try to access oil revenues for mine action by working with HCND and relevant line ministries to prepare proposals that make the link between mine action and the several sectoral areas that these funds support.
- UNDP should intensify its efforts to persuade the Government to fulfill its commitment to provide US\$1 million each for the 2004 and 2005 mine action budgets. Once this issue has been addressed, UNDP should more actively engage the Government on how it plans to realize its long-term pledge of providing tens of millions of dollars to the mine action programme.
- Chad would be a good candidate for inclusion in the Completion Initiative that UNDP/BCPR launched at the Intersessionals in Geneva in June 2005. This newest initiative seeks to mobilize donor support for those mine-affected countries that have a reasonable chance of solving their landmine problem in the next 3-5 years. In Chad, the Completion Initiative could be used to mobilize sufficient funds to resolve the problem in all regions except for the Tibesti. Mine action operations in this latter area will need to await a resolution of the ongoing civil strife.

#### **F. Visibility and Public Relations**

- The country office should update its website to include a prominent link to its mine action activities.
- A comprehensive public relations campaign needs to be launched to draw the attention of the international mine action and development communities to the problems facing Chad.

## **Annex I – Mission Meetings**

### **European Community**

- Massimo Scalarbi

### **Haut Commissariat National du Deminage (HCND)**

- Saleh Hissein Hassan Haliki, Coordinator
- Brahim Djibril, Deputy Coordinator
- Assane N'Gueadoun, Programme Administrator

### **Mines Advisory Group (MAG)**

- Bruno Bouchardy, Project Manager

### **Swiss Cooperation**

- Jean Francois Golay, Resident Director

### **UN Mine Action Programme Staff**

- Michel Destenberg, Chief Technical Advisor
- Christof Weissenrieder, Administration/Finance/Logistics Advisor (Swiss in-kind)

### **UNDP Country Office**

- Kingsley Amaning, Resident Representative
- Adama Toe, Deputy Resident Representative
- Alassoum Bedoum, Assistant Resident Representative (Programmes)
- Marzia Montemurro, Programme Officer
- Maaïke De Langen, Programme Officer

### **UNICEF**

- Stephen Adkisson, Country Representative
- Valentina Krini, Mine Risk Education Consultant

### **US Embassy**

- Marc M. Wall, Ambassador

### **World Bank**

- Noel K. Tshiani, Country Manager

## **Annex II – Terms of Reference of the UNDP/UNOPS Mine Action Mission to Chad**

### **Background**

Mine and unexploded ordnance (UXO) contamination in Chad is the result of 30 years of conflict. At the end of the survey in June 2001, the total number of victims reported was 1,668, of which 339 occurred from 1999 to 2001. This contamination directly interferes with the livelihood and safety of over 280,000 people and blocks access to critical resources such as water and grazing areas. Most of the known mined areas in Chad are located in the Borkou-Ennedi-Tibesti region in the north of the country and in the Biltine and Ouaddai regions in the east, with lesser-mined areas in the west and south. There is also a serious UXO problem throughout the country, especially in the north and the east.

In 1995 the Chadian Government approached UNDP to assist in building a national capacity to coordinate a national mine action programme. The national programme was to incorporate operational mine action activities and the development and coordination of a national mine action capacity. In May 1998 the president of Chad issued a Decree creating the National Humanitarian Demining Center (HCND). As a further indication of its commitment, on 6 July 1998 the Government signed the Ottawa Mine Ban Convention and ratified it in early 1999.

The UNDP mine action assistance programme commenced in April 1998 with the Mine Action Unit of UNOPS as Executing Agency. The programme in Chad has been developed in three progressive phases. Phase I marked the establishment of the HCND and strengthening of its capacity to provide national coordination of mine action activities. A mine-clearance/explosive ordnance disposal (EOD) capacity was established, and the landmine impact survey was completed. The programme was evaluated in November 2001. The evaluation noted the successful development of the national entity and its growing capacity to coordinate mine action in Chad and recommended that a new Project Document be drafted to define a second phase of assistance for 2002-2003.

In June 2002, the UNDP country office, UNOPS and the Chadian Government finalized the Phase II Project Document, to continue targeted capacity building assistance. The project supported reinforcement of the Government capacity, at the coordination and strategic level, for policy, institutional, and fund-raising issues as well as for the Ottawa Mine Ban Convention obligations; and the reinforcement of HCND's capacity to manage the implementation of growing demining operations. In 2004 a Phase III project was formulated as an extension of the Phase II project, with cost-sharing from UNDP and the Chadian Government. The project aims to support HCND to strengthen its capacity to plan, implement and manage mine action with particular focus on realizing the objectives of the Chadian Government's Strategic Plan for Mine Action; to support the operational deployment of the mine-clearance/EOD capacity in those areas identified as national priorities by the government; and to support the efforts of the Chadian Government in meeting its obligations towards the Ottawa Mine Ban Convention.

### **Objectives of the Mission**

- To review the overall effectiveness of the UN's efforts to assist in the development of mine action managerial and technical capacity in Chad.
- To determine how more donor support can be initiated and to assess future resource requirements.
- To determine some key lessons learned and to make recommendations that will enhance the programme.

## **Issues to be Addressed**

In order to achieve the objectives of the mission the team members will address the following issues:

### **Development of Management Capacity**

- Determine what further steps need to be taken to meet ensure the objectives and outputs of the UNDP assistance programme as per the current project document;
- Review the UNDP programme's management, resource mobilization, planning, monitoring and evaluation roles, and review the roles and responsibilities of the CTA and international (in-kind) personnel;
- Monitor project implementation in discussion with the project team, UNDP country office and the HCND;
- Review the assistance provided by UNDP to the HCND to enable it to meet its international obligations as a States Party to the Ottawa Mine Ban Convention and other international instruments.
- Review the relationship of the UNDP mine action assistance programme with the UNDP country office to determine the effectiveness of the mine action programme in the overall context of the UNDP's broader programme objectives in Chad;
- Review the current development planning framework for Chad and assess how best to enhance mainstreaming of mine action in the PRSP and the UNDAF.

### **Development of Technical Capacity**

- Assess the use of international and national standards including accident investigation, accreditation and quality assurance standards.
- Review the mine action efforts of operators (funded through the UN) in close cooperation with the UN Mine Action team in Chad.
- Review the use of the results from the Landmine Impact Survey in all prioritisation and tasking.
- Review the use of the Information Management System for Mine Action (IMSMA) database for prioritisation and tasking.

### **Resource Mobilisation**

- Assess donor priorities and objectives for mine action.
- Determine whether the need for resources is being met by current contributions.
- Review the impact of lack of funding on project planning and on the realization of the project's objectives.
- Discuss resource mobilization strategies with the country office and determine the extent to which they may require assistance (if any) in meeting the financial needs of the programme.

### **Methodology of the Mission**

- Hold meetings with HCND, the UNDP Chief Technical Advisor and project team, the UNDP country office, UNICEF, representatives of major donor governments, mine action NGOs;
- Conduct targeted field visits to monitor the implementation of priorities in accordance with international and national standards and to identify further needs for managerial and technical assistance;
- The UNDP Mine Action Chief Technical Advisor in Chad will ensure that a schedule of meetings is arranged for the mission team and provide logistics support, in close consultation with the country office.
- The UNDP BCPR Mine Action Team will lead the mission and be responsible for ensuring that the team meets the objectives of this TOR including the timely delivery of the final report.

### **Team Members**

Oren Schlein, Resource Mobilization and Partnerships Advisor, Mine Action Team, UNDP BCPR

Tanja Rzehak, Portfolio Manager, Mine Action Unit, UNOPS

### **Mission Timeframe**

The mission will be scheduled 1-9 June 2005. A draft report will be completed and shared for review with the UNDP country office, the UN project team in Chad and the UN Mine Action Team in New York by 14 June 2005 and a final report will be completed by 30 June 2005.