

MINE ACTION IN ANGOLA

2006-2011 STRATEGIC PLAN



The 2006-2011 Mine Action Strategic Plan for Angola has been sponsored by the Comissão Nacional Intersectorial de Desminagem e Assistência Humanitária às vítimas de minas (CNIDAH) on behalf of the Government of Angola. CNIDAH is grateful to the many national and international mine action partners who contributed to the plan during the consultation and development phase. Without their assistance, the plan could not have been produced. CNIDAH looks forward to working with all mine action partners in Angola to implement the 2006-2011 Mine Action Strategic Plan.

FOREWORD

Angola is considered to be one of the most mined countries on our Continent, as result of the long 30 years of war, starting with the anti colonial, through the invasions of troops of the deceased apartheid to the south and its allies to the north, and ending with the civil conflict. Today we stand before a country torn in almost every aspect of economic, social, cultural, psychological life due to the presence of landmines and unexploded ordnance. The “Luena Agreement” had resulted in a peaceful co-existence towards the national reconciliation, which were not the outcomes of these ordnance, that still takes lives and mutilates indiscriminately men, women, soldiers, civilians and children, constituting above all a huge obstacle to the real dreams of having a better life.

Landmines and unexploded ordnance, continue to be violating the three general human rights, namely: civic and political rights, economic, social, cultural rights, and the right for the development of Angola – these rights are recognized by the United Nations Chart and the Declaration of Human Rights.

This document was elaborated with an exhaustive and extraordinary participation of relevant national organs to the mine action, UNDP and other national and international partners to serve as a strategic guide and determine the general guiding principles for the Mine Action Activities in ANGOLA, and is defined by – Survey and Location, Use and Stockpiling, Transport and Transfer, Removal and Destruction of Anti-personnel Mines and Unexploded Ordnance, Mine Risk Education and Mine Victim Assistance – and has a radical transformation of the prevailing aspect of humanitarian demining to a double vision – Humanitarian Needs and Development and National Reconstruction, contributing towards the free movement of people and goods, which happens to one the determining sides of national unity and reconciliation.

The gigantic results of the efforts of the Angolan Government and the support of national and international partners in the fight against these ordnances since 1995, the peaceful environment around the national reconciliation, the new values of human development, which co-exists in traditional principles and territorial administration were the determining factors for the elaboration of this document, and its success will be a tribute to the Angolan Government and its People, National and International partners, complying with the orientations of the Poverty Reduction Strategy – “Ensure the movement of people and goods so as to enable a normalization of the lives of the populations to economic and social activities”. Therefore, Mine Action should be considered as an integrated part of national infra-structures and investments plan.

Finally, with regards to the international context in particular the Ottawa Convention, ratified by the Angolan Government on 22/07/02 and its international partners, this document demonstrates the strategies on how to rid these ordnances and will launch campaigns of solidarity and support from the international community.

Santana André Pitra “Petroff”

CONTENTS

FOREWORD.....	2
CONTENTS	4
ABBREVIATIONS	6
INTRODUCTION.....	7
PART ONE: SITUATION ANALYSIS.....	9
The landmine problem	9
Mine Action in Angola 1995-2005	10
Mine Action Linkage to National Development.....	11
The UN Development Assistance Framework (UNDAF)	12
National and Provincial Government and Mine Action Governance	14
Mine Action Funding	14
Mine Action Partners	15
Mine Action Capability Assessment	15
Assessment of the Angola Mine Action Programme	16
Successes.....	16
Challenges	17
PART TWO: STRATEGIC GUIDANCE	18
Vision.....	18
Goals	18
Goals – Objectives – Key Tasks	19
Desired Endstate	24
PART THREE: STRATEGIC IMPLEMENTATION.....	25
Introduction.....	25
Roles and Responsibilities – The ‘Whole of Government’ Approach.....	25
Developing and Enhancing National Institutional Capacity.....	27
Developing and Enhancing National-Provincial Planning and Coordination	28
Mine Action Pillars	29
Demining (survey, clearance, marking and fencing)	29

2006-2011 Mine Action Strategic Plan

Mine Risk Education (MRE)	Error! Bookmark not defined.
Stockpile Destruction.....	31
Victim assistance	34
Advocacy	35
Quality Management.....	36
Area Reduction.....	37
Implementing the 2006-2011 Strategic Plan	38
ANNEXES:.....	39

ABBREVIATIONS

CCA	Common Country Assessment	NGO	Non Governmental Organisation
CNIDAH	Intersectorial Commission for Demining and Humanitarian Assistance	OHCHR	Office of the United Nations High Commissioner for Human Rights
DEFA	Department for Immigration	PRSP	Poverty Reduction Strategy Paper
DNA	National Department of Water	RC/HC	United Nations Resident/Humanitarian Coordinator
DNSP	National Department of Public Health	RCS	United Nations Resident Coordination System
ERW	Explosive Remnants of War	SAC	Survey Impact Centre
EU	European Commission	SHA	Suspected Hazard Areas
FAA	Angolan Army Forces	SMT	United Nations Security Management Teams
FAO	United Nations Food and Agricultural Organization	UN	United Nations
GoA/Gov't	Government of Angola	UNAIDS	United Nations Programme on AIDS
HR	Human Rights	UNCDF	United Nations Capital Development Fund
IDP	Internally Displaced Population	UNDAF	United Nations Development Assistance Framework
IMSMA	Information Management System for Mine Action	UNDP	United Nations Development Programme
INAD	National Demining Institute	UNSECOORD	United Nations Security and Coordination Unit
INAROE	National Institute for the Removal of Obstacles and Explosive Devices	UNESCO	United Nations Educational, Scientific and Cultural Organisation
LIS	Landmine Impact Survey	UNIFEM	United Nations Development Fund for Women
MAPESS	Ministry of Public Administration and Social Security	UNHCR	United Nations High Commissioner for Refugees
MAT	Ministry of Territorial Administration	UNICEF	United Nations Children's Fund
MDG	Millennium Development Goals	UNITA	National Union for the Total Independence of Angola
MIC	Multiple Indicators Cluster Survey	UNV	United Nations Volunteer
MINADER	Ministry of Agriculture	UXO	Unexploded Ordnance
MINGM	Ministry of Geology and Minerals	WFP	World Food Programme
MINARS	Ministry of Assistance and Social Reintegration	WHO	World Health Organisation
MINFAMU	Ministry of Family and Promotion of Women	WB	World Bank
MinSoCom	Ministry of Social Communication		
MinInt	Ministry of the Interior		
MINUA	Ministry for Urban Issues and the Environment		
MIREX	Ministry of External Relations		
MoE	Ministry of Education		
MoH/MINSA	Ministry of Health		
MoP	Ministry of Planning		
MoF	Ministry of Finance		
MoJ/MinJust	Ministry of Justice		
MinWE	Ministry of Water and Energy		
MRE	Mine Risk Education		

INTRODUCTION

Angola is one of the countries in the world most heavily affected by landmines and ERW. The struggle for independence from Portugal, followed by 27 years of near-continuous civil war, meant that all eighteen of Angola's provinces were affected to varying degrees. The humanitarian impact on communities was immense – international estimates are that up to 1.5 million lives were lost in the conflict and 4 million people were displaced. Landmines/ERW also significantly affect national reconstruction and development efforts as well as social and economic recovery efforts.

A nascent mine action programme was established in Angola in 1995. While there were successes in the programme, the breakout of renewed hostilities and uncertain donor support meant that the programme was reduced to a series of provincial initiatives undertaken by international NGOs. However, the end of hostilities and the signing of the ceasefire agreement between the Government and UNITA military forces on 4 April 2002 signalled a new beginning in the national mine action program for Angola.

There have been significant achievements in each of the five mine action pillars:

- Since the cessation of conflict in 2002, there has been a steady increase in the output of demining activities. A total of approximately 30 km² has been cleared in the last four years - 3.2 km² in 2002, 5.0 km² in 2003, 10.6 km² in 2004 and 10.8 km² in 2005 as at 8 Nov.
- 14% of SHA identified in the LIS have been formally marked.
- 2,660,000 people have received MRE since 2002 (2002- 1,500,000, 2003- 800,000 and 2004- 360,000). The reducing numbers reflect the high level of MRE to support the repatriation of displaced persons after the cessation of conflict in 2002 (more than 3.3 million IDPs have returned to their areas of origin and 145,000 refugees have returned to Angola).
- The number of mine victims has been reducing: 2003- 270 victims, 2004- 187 victims and 2005 (as at 8 Nov)- 67 victims.
- Angola is a signatory of the Ottawa Convention.
- The Angolan LIS commenced in 2004 and is 80% complete.
- IMSMA was introduced in May 2004 and is in the process of being brought on-line at national and provincial level.
- National and provincial institutions have been initiated and developed to various extents.
- National mine action standards have been introduced.

There is much still to be done and many challenges to be faced. As Angola enters a new phase of peaceful existence and a return to normalcy, the time is right to face these challenges and continue reducing the landmine/ERW threat in Angola. From a mine action perspective, this means shifting from a

predominantly humanitarian focus to a dual focus on humanitarian requirements and national reconstruction and development requirements.

To that end, it is timely to publish the 2006-2011 Mine Action Strategic Plan to provide the unifying strategic framework for annual plans to be developed at the national, provincial and operator level. The strategic plan has three parts:

- Part 1 is the situation analysis (where we are) – it is a description of the current state of mine action in Angola by examining the landmine/ERW problem in Angola and the development of mine action in Angola from 1995-2005.
- Part 2 is the strategic guidance (where we want to be) – it articulates the vision for mine action in Angola, the goals, objectives and key tasks to achieve that vision and the 2011 desired endstate.
- Part 3 is the strategic implementation section (how we will get there) – it describes near-term and long-term outcomes in key result areas.

This plan will be reviewed at the mid-point in 2009 to assess progress and to reaffirm the guidance given.

PART ONE: SITUATION ANALYSIS

(where we are now)

The landmine problem

Since the early 1960's, Angola has seen extensive and continuous armed conflict within its territory, with various factions making use of a wide array of weaponry. As a result, landmines and ERW affect all of Angola's 18 provinces to varying degrees, seriously restricting reconstruction and development efforts, and hindering social and economic recovery. Landmines and ERW threaten a large number of Angolans, irrespective of gender, age, or status, especially in the former conflict zones that are locations with a high rate of landmine and ERW contamination.

Pivotal to defining the landmine problem in Angola are the findings of the Angola LIS. The LIS commenced in 2004 and should be completed by the end of September 2006. The survey is being coordinated by SAC¹ under the auspices of CNIDAH. INAD as well as five international operators (HALO Trust, Santa Barbara Foundation, InterSOS, NPA and MAG) have been contracted to undertake the survey field work within allocated provinces. The data was collected in accordance with the LIS Protocols and the process was observed by an UNMAS Quality Assurance Monitor:

At the time of this strategic plan being published, 14 provinces have been completed and the other four will be complete by September 2006. LIS data is being entered into IMSMA database. This data is being cross-checked with the existing CNIDAH landmine database and data purification is occurring as required.

The data obtained thus far can be extrapolated to provide a useful assessment of the national problem, noting that the survey is yet to be certified by the UN LIS Certification Committee:

- It is estimated that in excess of 2.2 million Angolans are affected on a daily basis by the presence of landmines and ERW. This represents approximately sixteen percent of the entire population.
- It is estimated that there have been 420-460 mine victims in the last two years.
- 1900 localities or settlements are affected by mines/ERW – this represents 8.6% of communities in Angola. 2% of affected communities are assessed as high impacted, 24% are considered medium impacted and 74% low impacted, based on the IMSMA default impact scoring mechanism.

¹ SAC is the global coordination body for LIS

- There are approximately 2900 SHA covering a total area of approximately 1300-1400 km². This is significantly less than that previously estimated by UN agencies but still represents 130 years of clearance activities based on the current national clearance rate of 10 km²/year.
- The most significant socio-economic blockages identified by the LIS are;
 - 50% of affected communities are reported as having restricted access to agricultural land.
 - 21% of affected communities are reported as having limited access to non-agricultural land (firewood, building materials, and herbs).
 - 10% of affected communities are reported as having limited access to roads and paths.

The LIS therefore provides the most accurate picture yet in Angola of the socio-economic impact on communities of the landmine/ERW problem. It provides the basis for detailed planning and prioritisation at the national and provincial levels for humanitarian mine action in Angola over the next five years.

In addition to the LIS data, infrastructure is also significantly affected by mines. The mine/ERW threat along primary and secondary roads restricts access and remains a major hindrance to development. Large tracts of the country's rail infrastructure (and particularly the Caminho de Ferro de Benguela, that runs through the entire country from Lobito in the west to Luau and into Zambia in the east) are also affected. Water and electricity distribution for much of the country is also affected, due to the widespread practice of mining high voltage electricity pylons and water reservoirs/dams during the years of conflict. Further issue-focused surveys may be needed to assess the mine/ERW threat to selected vital national infrastructure and assets.

Mine Action in Angola 1995-2005

In late 1994, after the signing of the Lusaka Protocol, the international community and the UN launched a major multifaceted programme to minimise the Angolan landmine problem and to develop a national capacity to deal with the landmine problem in the long term.

In 1995, in the framework of its peace-keeping mission (UNAVEM III) the UN supported the establishment of the Central Mine Action Office (CMAO) and the Demining Training Centre (ETAM). Subsequently the UN supported the establishment of the national mine action centre "INAROOE" - Instituto Nacional de Remoção de Obstáculos e Engenhos Explosivos, formally established under Decree 14/95 of 26 May.

In 1997 the responsibility of the UN support to INAROOE was transferred from UNAVEM/UTCAH to UNDP through project "ANG/96/005-B05 - Support to the Development of a National Mine Clearance and Awareness Capacity" funded both by UNDP core resources and donor funding, subsequently project

“ANG/99/005 – Support to Mine Action” exclusively funded by UNDP, due to donor withdrawal.

Since 2001 UNDP has also supported several operational projects funded with donor contributions, namely “ANG/01/001 – Mine Awareness and Mine Risk Education” implemented by HI France; “ANG/01/002 – Analysis and Dissemination of Strategic Landmine Information” implemented by UNDP with the support of NPA; “ANG/03/005” Italian Support to Humanitarian De-mining, implemented by InterSoS.

INAROE was dissolved and transformed into a demining governmental operator by Council of Minister’s decree no. 121/03 of 21 November 2003. Planning, policy making and coordination functions were taken over by CNIDAH, while the operational functions were delegated to INAD. Since 2004, these institutions have evolved and been added to. CNIDAH is focused on strategic coordination and planning, policy, information management and quality assurance. CED was established in 2005 to coordinate the new national demining capability to be developed in FAA, INAD and GRN. INAD is focused on demining operations and running the National Demining School. Attached as Annex A are the roles and responsibilities of each institution.

In 2003, UNDP began its activities in support of the present-day institutions for mine action. The first phase of this support has been the implementation of an ongoing project in support of CNIDAH at the central level. The second phase has been the development of a capacity for mine action coordination, planning and resources mobilisation at the provincial level.

Mine Action Linkage to National Development

National Priorities: One of the Governments main national policy frameworks elaborated immediately post-conflict is the *Estratégia de Combate à Pobreza* - ECP (Poverty Reduction Strategy Paper (PRSP) in UN terms), which covers the period 2004-2006. Through the ECP, the Government intends to:

1. Support the return and resettlement of internally displaced persons, refugees and demobilized soldiers to their areas of origin, or preferred locations, where they can integrate themselves into the community in a sustainable manner
2. Guarantee basic physical security through demining, disarmament and the upholding of law and order throughout the country
3. Minimize food insecurity and re-launch the rural economy as a key aspect to sustainable development
4. Control the spread of HIV/AIDS and minimise the problems of those families living with aids
5. Provide universal access to quality primary education that is gender sensitive whilst reducing illiteracy and creating the conditions for the protection of youth with special needs
6. Improve the health situation of the population by increasing access to primary health care and focus on the control of the spread of HIV/AIDS

7. Rehabilitate and expand basic infrastructures for economic, social and human development
8. Value national human resources, protect workers' rights, promote access to employment opportunities and enhance the labour market
9. Consolidate the rule of law through improvements to the administration and the management of resources whilst promoting transparency in the development of national documents
10. Create an enabling environment for stable macro-economic growth that allows a steady development of the markets ensuring the reduction of poverty

The UN Development Assistance Framework (UNDAF)

The UNDAF is a common planning framework to guide UN agencies at a country level and in Angola acknowledges and responds to the ECP with the goal of assisting in the process of peace consolidation by supporting activities that lead to the sustainable improvement of living conditions.

Millennium Development Goals (MDGs). The ECP and UNDAF both contribute to the wider UN Millennium Development Goals (MDGs) which are as follows;

1. Eradicate extreme poverty and hunger
2. Achieve universal primary education
3. Promote gender equality and empower women
4. Reduce child mortality
5. Improve maternal health
6. Combat HIV/AIDS, malaria and other diseases
7. Ensure environmental sustainability
8. Develop a global partnership for development

The following diagram demonstrates the relationship between the ECP, UNDAF and the MDGs and serves to illustrate the cross-cutting nature of mine action in terms of meeting the outcomes of all three development framework documents.

<u>ECP Goals 2,9,10</u>	<u>ECP Goals 3 and 8 (MDG 1)</u>	<u>ECP Goals 4,5,6 (MDG 2, 3,4, 5& 6)</u>
ECP 2. Guarantee basic physical security through demining, disarmament and the upholding of law and order throughout the country ECP 9. Consolidate the rule of law through improvements to the administration and	ECP 3. Minimize food insecurity and re-launch the rural economy as a key aspect to sustainable development ECP 8. Value national human resources, protect workers' rights, promote access to employment opportunities and	ECP 4. Control the spread of HIV/AIDS and assist those families within which people are living with HIV/AIDS ECP 5. Provide universal access to quality primary education that is gender sensitive, reduce illiteracy and create the conditions

management of resources whilst promoting transparency in the formulation of national documents ECP 10. Create an enabling environment for stable macro-economic growth that allows a steady development of the markets ensuring poverty reduction	enhance labour market	for the protection of youth with special needs ECP 6. Improve the health situation of the population by increasing access to primary health care and focus on the control of the spread of HIV/AIDS
<p align="center"><u>Cross Cutting Themes</u></p> <p>Human rights, gender equity (MGD 3), integrated mine action, environmental management and protection (MDG 7), HIV/AIDS (MDG 6) and information/data management</p>		
<p><u>UNDAF Outcome 1:</u> <u>Economic Development, Democratic Governance and Decentralisation</u></p> <p>To help in the promotion of equitable economic development and democratic governance in accordance with international norms by strengthening national capacities at all levels and empowering communities and citizens and increasing their participation in decision-making processes.</p>	<p><u>UNDAF Outcome 2:</u> <u>Sustainable Livelihoods</u></p> <p>To contribute to the development of sustainable livelihoods for the majority of the population through the increase of household incomes and a sustainable food security</p>	<p><u>UNDAF Outcome 3:</u> <u>Rebuilding the Social Sectors</u></p> <p>To strengthen the national capacity for the delivery of basic services and to sustain processes of social empowerment aimed at: (a) reducing mortality among under-five children and women and reducing morbidity caused by prioritised diseases and (b) contributing to the universal access of children to quality primary education</p>

The following table illustrates the relationship between mine action and the broader development initiatives of Government and the UNDP within Angola.

Status	War	2002	Peace
Phase	Emergency	Transition	Development

Govt of Angola Plans		ECP 2004-2006 (Short-Term Plan 2005-2006)	Mid-Term Plan 2007-2009	Long-Term Plan 2009-2025
		Annual Plans	CNIDAH- Strategic Plan 2006-2011	
Mine Action Plans			6 x Annual Work Plans	
			Executive Commission for Demining (CED)- <i>Operação de Desminagem (draft) 2006-2007</i>	
MDGs	Millennium Development Goals (Officially until 2015)			
UN Plans		UNDAF 2005-2008	Next UNDAF	

National and Provincial Government and Mine Action Governance

Government in Angola is effected through centralised planning and decentralised execution. Central government is focused on discrete outcomes which are delegated to Ministries and other agencies and overseen by the Council of Ministers. Execution is decentralised to the provincial government level. Mine action was originally established to have a strong central government planning and execution responsibility. However, in the last twelve months, mine action has shifted to a model based on the government norm. Responsibility at the provincial level for planning, coordination and operational management has been delegated to provisional governments. The Vice-Governors have the lead in this role and are in the process of being supported by an operations room with a Landmine Information Assistant, a read-only IMSMA capability and two working groups of mine action partners operating in the province. One working group is focused on provincial humanitarian mine action requirements and the other is focused on national reconstruction and development requirements within the province.

Mine Action Funding

In 2004, 15 donor countries, the European Commission (EC) and UNDP reported contributions of US\$28 million, an increase from the estimated funding of US\$21 million in 2003. These funds are largely directed through international organisations and are targeted at humanitarian demining requirements.

The Government of Angola allocated \$3 million for mine action, to be managed through INAD in 2005. Additional funds are channelled to CNIDAH and less directly through the health, education, defence and other government sectors. From 2006 onwards, the Government of Angola will commit substantial funds to resource, equip and train manual and mechanical demining brigades in FAA, INAD and GRN – this is addressed later in this document. The prime demining

focus for this enhanced national capacity will be national reconstruction and development priorities. It is anticipated that funding for mine action in support of Government and donor supported major reconstruction and development projects will be included in the overall project cost in order to fund commercial mine action contracts.

There is a belief in the global mine action community that the level of funding from the donor community will gradually reduce and diminish over the next five years other than in a few countries. Angola deserves to be one of those countries that receive continued funding for humanitarian demining for the following reasons:

- Angola is one of the most heavily landmine/ERW impacted countries in the world.
- The current programme has only been operating since 2003 after the cessation of hostilities.
- Significant progress has been made in addressing the mine action problem.
- The number of victims has been significantly reduced through a comprehensive MRE programme.
- The LIS now provides an accurate picture of community impact which will prioritise and focus mine action operations to an achievable end.
- National mine action institutions are in the process of being established.
- The Government of Angola is committing substantial funds to the mine action programme.

These reasons are similar to the criteria applied by the UN to determine support for mine action. CNIDAH will work with donors and operators in order to ensure continued funding for humanitarian mine action.

Mine Action Partners

Attached as Annex B is a comprehensive list of all mine action partners present in Angola in 2005 including national and international partners.

Mine Action Capability Assessment

The current demining capacity in Angola delivers an annual clearance rate of 10 km² and approximately 600 km of roads. The LIS identifies that approximately 1300-1400 km² of Angola is contaminated by mines or ERW (57 km² high impact, 495 km² medium and 752 km² low impact). A rudimentary analysis indicates that based on current clearance rates, it will take some 130 years to clear Angola of landmine/ERW. There are a number of options to speed clearance up.

The first is proven area reduction methodologies. It is highly likely, based on the lessons learned from other mine action programmes, that area reduction techniques such as polygon mapping, technical survey, mechanical mine

clearance and further analysis in conjunction with communities will result in an area substantially reduced area requiring clearance. Twenty to forty percent reduction has been achieved in other countries. In Angola, polygon mapping using trained surveyors during the LIS process resulted in one operator achieving fifty to eighty percent reduction of SHA compared to the normal community mapping and visual verification process.

The second is to increase capacity in both national and international operators. The CED initiative to increase national capacity will result in the equipping of 43 manual clearance Brigades in FAA, INAD and GRN (approximately 2967 operational personnel). The CED initiative also entails purchasing a substantial national mechanical mine clearance capacity (10 x Mine Wolf tillers and 4 x Bozena remote controlled light flail). It is anticipated that this additional capacity will generate a total annual clearance rate of between 60-70 Km² / year once complete.

International operators have a large manual clearance capacity, mainly because of the difficulty of deploying and supporting mechanical mine clearance assets in Angola due to the size of the country and the level of destruction to the roads and bridges. However, as the national infrastructure is reconstituted, it is expected that more mechanical mine clearance assets will be deployed to the field to speed up clearance.

Assessment of the Angola Mine Action Programme

Successes

Angola has made significant progress towards developing an effective and efficient national mine action programme that reflects the extant roles and responsibilities at national and provincial government level:

- A governance programme reflecting existing national modalities has been initiated.
- CNIDAH has been established as the national authority for mine action with responsibilities for planning, policy making and coordination at the national level, including accreditation of mine action operators and quality assurance of mine action operations.
- INAD has been established as a public institute operating under MNARS and is responsible for the conduct of demining operations and managing the national mine action training centre.
- The Government has recently established the Executive Commission for Demining (CED) to coordinate the demining operations of FAA, INAD and GRN.
- International donors and operators have contributed significantly to the success of the Angola mine action programme and are currently actively engaged.

- The LIS is 80% complete and provides the information base needed to plan humanitarian mine action operations.

Challenges

In spite of these improvements in the institutional framework and the substantial increase in the capacity and productivity of the international NGOs, the presence of landmines and ERW constrains the ability of families to establish sustainable livelihoods. In addition there has been a substantial increase in mine incidents on roads and access routes since early 2004. This impedes refugee repatriation and reintegration efforts in the north and north eastern provinces as mines constrain access for the Office of the United Nations High Commissioner for Refugees (UNHCR) and other humanitarian agencies. Moreover mines increase the vulnerability of rural communities as they reduce access to basic social services such as health and education. Landmines and ERW also constrain the reconstruction of the country's rail network and the provision of water and electricity throughout much of the country as a result of the mining of water reservoirs and electricity pylons.

From a strategic perspective, the challenges faced by the mine action programme in Angola can be summarised within the following generic areas:

- Enlarging mine actions' focus to fully address national reconstruction and development requirements.
- Implementing a national planning and reporting framework to reflect responsibilities at the national and provincial levels.
- Continuing the development of national capacity at the central government, provincial and operator level, in particular:
 - staff training and development,
 - IMSMA installation in CNIDAH, provincial operations rooms and operators),
 - demining equipment modernisation,
 - provincial planning and coordination, and
 - quality assurance capability.
- Increasing clearance rates
- Refining roles and responsibilities of national partners.
- Completing national legislative requirements. .
- Maintaining funding for mine action.

PART TWO: STRATEGIC GUIDANCE

(where we want to be by 2011)

Vision

By 2011, mine action activities in Angola will have:

- significantly reduced and regulated the socio-economic impact on communities from landmines and ERW
- enabled people and goods to move freely along the main communication lines
- assisted vulnerable groups such as displaced people and returnees to largely be able to return to their home areas, and
- significantly enabled national development and reconstruction so that the population has the opportunity to return to sustainable livelihoods

Goals

Goal 1	Significantly reduce the risk to impacted communities and at-risk groups by 2011
Goal 2	Landmine/ERW survivors receive medical care within the national health system for persons with disabilities and have access to assistance to reintegrate into community life
Goal 3	The Angola mine action programme supports national infrastructure investment and reconstruction
Goal 4	Fully establish a national mine action capability that is sustainable by national resources after the end of major international assistance
Goal 5	Establish a world-class mine action programme in Angola

Goals – Objectives – Key Tasks

Goal One:	
Significantly reduce the risk to impacted communities AND at-risk groups by 2011	
Objective 1.1	Reduce the number of high impact communities to zero
Objective 1.2	Reduce the number of medium impact communities by 50%
Objective 1.3	Mark all remaining SHA using community-based and operator resources
Objective 1.4	Reduce victims to virtually zero by 2011
Objective 1.5	Refocus MRE on impacted communities and at-risk groups as identified in the Angola LIS and accident data
<p>Key Tasks</p> <ul style="list-style-type: none"> • Complete the LIS in order to provide baseline data for mine action planning • Maintain and update the IMSMA database through regular reporting and survey monitoring • Provincial governments to work with national agencies and operators to establish annual priorities of work, based on LIS/IMSMA data, in order to coordinate and prioritize mine action operations to : <ul style="list-style-type: none"> ○ to restore socio-economic community assets such as pastures, crop land and transportation routes to productive use ○ to allow a significant majority of communities to enjoy safe freedom of movement and access to essential physical and social infrastructure ○ to enable community development • Operators redeploy where required in line with mine action priorities • Embed a national mine action planning and reporting framework to provide the coordination and monitoring mechanism for mine action operations within Angola • CNIDAH to sponsor the refocus of MRE on impacted communities and at-risk groups, including the analysis of emerging threats and trends so that MRE remains relevant and appropriately focused • Communities are encouraged and empowered to undertake risk reduction through community-based MRE and marking initiatives 	

<p>Goal Two:</p> <p>Landmine/ERW survivors receive medical care within the national HEALTH system for persons with disabilities and have access to assistance to reintegrate into community life</p>	
Objective 2.1	Strategic direction and coordination for victim assistance (medical care ² and reintegration) is provided by the CNIDAH Sub-Commission for Assistance and Social Reintegration
Objective 2.2	Operational direction and for medical care is undertaken by MINSA
Objective 2.3	Operational direction for victim reintegration is undertaken by MINARS
Objective 2.4	Landmine/ERW survivors receive medical care within the national health system as provided for persons with disabilities
Objective 2.5	Landmine/ERW survivors receive assistance to reintegration support from MINARS, MINSA, MAPESS, Ministry of Defence, Ministry Antigos Combatantes and Veterans de Guerra and Ministry of Education
Objective 2.6	CNIDAH establishes a national database of victims to support planning and reporting
Objective 2.7	Improve landmine/ERW survivors' access to transport for victim assistance
Objective 2.8	A Landmine Survivors' Network (LSN) is established to empower individuals and communities affected by landmines to recover from trauma, reclaim their lives and fulfil their rights and provide a voice for victims – the LSN will be “by victims, for victims”
<p>Key Tasks</p> <ul style="list-style-type: none"> • CNIDAH Sub-Commission for Assistance and Social Reintegration develop an action plan for victim assistance • CNIDAH sponsor a communications programme on the rights of victims • LIS and accident data is used as the basis for planning for victim assistance • Bi-annual coordination meetings are sponsored by CNIDAH Support and Social Reintegration Sub-Committee involving all victim assistance partners • An annual report is prepared by CNIDAH Support and Social Reintegration Sub-Committee on victim assistance progress • CNIDAH sponsor the establishment of the LSN 	

² Medical care encompasses all facets: medical, psychological, social, etc

<p>Goal Three:</p> <p>The Angola mine action programme supports national infrastructure investment and reconstruction</p>	
Objective 3.1	All major national infrastructure investment and reconstruction projects are assessed for mine action requirements
Objective 3.2	Funding for mine action in support of national development projects is included within the project by the responsible Government Ministry and/or donor, on the advice of CNIDAH
Objective 3.3	CNIDAH engages stakeholders in national infrastructure investment and reconstruction in order to develop a priorities list for mine action support
Objective 3.4	Roads needed for national reconstruction and rehabilitation will be mine-safe
<p>Key Tasks</p> <ul style="list-style-type: none"> • CNIDAH implements a stakeholder relationship programme with key Government Ministries and donors to determine national infrastructure investment priorities • CNIDAH advises stakeholders and project sponsors on the mine action implications and requirements of national infrastructure investment projects • By end 2006, Government of Angola approvals process for major national infrastructure investment projects includes CNIDAH assessment on mine action implications and costs • CNIDAH implements accreditation and QA for commercial contractors undertaking mine action in support of national infrastructure investment projects • CNIDAH is a strategic partner of the Ministry of Finance in coordinating the government's budget for mine action • CNIDAH will work with operators and international mine action agencies to sponsor innovative means to clear and mark roads in Angola expediently 	

<p>Goal Four:</p> <p>Fully establish a national mine action capability that is sustainable by national resources after the end of major international assistance</p>	
Objective 4.1	By 2007, CNIDAH is fully executing its role as the national mine action authority
Objective 4.2	By 2007, CED is fully executing its responsibility to coordinate the demining operations of INAD, FAA and GRN
Objective 4.3	By 2007, INAD, FAA and GRN have been established and resourced to undertake national demining operations
Objective 4.4	By end 2006, CNIDAH establishes a national mine action planning and reporting framework that supports national and provincial requirements. The national planning and reporting framework will be embedded in mine action in Angola by 2008
Objective 4.5	Provincial mine action operations are effectively coordinated at the provincial government level
<p>Key Tasks</p> <ul style="list-style-type: none"> • The complementary roles and responsibilities of CNIDAH, CED, INAD, FAA and Government Ministries are clearly defined in national legislation • CED focuses the work of FAA, INAD and GRN on national priorities • A staff training programme is implemented at CNIDAH and INAD to create and maintain a sustainable national capacity • INAD will sponsor assistance to national operators in order to ensure safe and effective humanitarian demining practices 	

Goal Five:	
Angola has a world-class mine action programme	
Objective 5.1	Angola has made significant progress in meeting its Ottawa Treaty responsibilities (recognizing the size of the problem in Angola, the funding available and the level of international support)
Objective 5.2	LIS data guides mine action operations in Angola
Objective 5.3	Area reduction procedures are used to minimize the size of Shads and to focus clearance operations on contaminated land
Objective 5.4	The stockpile destruction project is complete
Objective 5.5	National legislation for mine action has been approved by the Government of Angola
Objective 5.6	Demining operations are conducted in accordance with humanitarian mine clearance best practice
<p>Key Tasks</p> <ul style="list-style-type: none"> • Complete the LIS to define the problem • Undertake technical surveys to continue to reduce the area suspected of mine and ERW infestation • A legislative framework is implemented to support mine action • In line with the national mine action planning and reporting framework (to be developed), provincial governments take a lead role in working with provincial operators to align mine action activities on the results of the LIS by: <ul style="list-style-type: none"> ○ establish a priority of work, through consultation with operators, for all mine action activities in their provinces ○ formally plan and coordinate work in successive years through issuing annual work plans ○ MINARS define (at the national level) the humanitarian priorities for social-economic reintegration for inclusion in the national reporting and planning framework • Operators redeployed where required to be more effective and to implement priorities • IMSMA used as the common reporting and recording database in all cases for planned, current and completed work • CNIDAH formally licensing and accrediting all operators and conducting QA of their work 	

Desired Endstate

By 2011, Angola will have established an internationally respected mine action programme that is focused on the dual requirements of enabling national reconstruction and development and reducing the socio-economic impact on communities and at-risk groups.

The national mine action planning framework will clearly delineate responsibilities and ensure that mine action in Angola is implemented in a coordinated manner within the existing national and provincial modalities and delegations. The LIS will be a key part of planning for mine action as will national reconstruction and development plans. Government Ministries and donors will factor mine action requirements into their project proposals for national reconstruction and development. CNIDAH will work with Government Ministries and donors to implement this. CNIDAH will also work closely with provincial governments to assist them in developing their annual work plans. CED will be effectively coordinating the demining operations of FAA, INAD and GRN.

By 2011, the number of high impact communities will be reduced to zero, the number of medium impact communities will be reduced by 50% and all other SHA will be marked. MRE will be refocused on risk reduction and education for those communities and at-risk groups in the LIS as most at risk. The LIS/IMSMA database will be used as the basis for planning and implementing all humanitarian mine action. IMSMA will be an integral part of mine action in Angola by being used as the common reporting and recording database in all cases for planned, current and completed work. The IMSMA database will be maintained by regular progress reporting by operators and updated by survey monitoring.

Funding will continue to come from the Angolan Government, from donors for humanitarian mine action and from sponsors of national reconstruction and development projects.

Legislation will clearly delineate the roles and responsibilities of the various mine action organs of the Angolan Government: CNIDAH, CED, INAD, FAA and GRN. Legislation will also provide the framework for regulatory policies such as accreditation, external quality assurance and funding.

The stockpile destruction project will be complete which will mean that Angola has met its responsibilities under the Ottawa Convention for stockpile destruction.

National mine action institutions will be capable of addressing the residual landmine/ERW threat in Angola.

PART THREE: STRATEGIC IMPLEMENTATION

(how we intend to achieve our vision)

Introduction

This part of the strategic plan identifies how mine action in Angola will move from where it is now (as described in Part One) to where it is envisioned as being by 2011 (as described in Part Two). The following key areas are covered:

- Roles and Responsibilities – The ‘Whole of Government’ Approach
- Developing and Enhancing National Institutional Capacity
- Developing and Enhancing National-Provincial Planning and Coordination
- Mine Action Pillars:
 - Demining
 - MRE
 - Victim Assistance
 - Stockpile Destruction
 - Advocacy
- Quality Assurance and Monitoring
- Area Reduction

The desired near-term and long-term outcomes are stated at the end of each section in order to aid annual planning.

Roles and Responsibilities – The ‘Whole of Government’ Approach

There are a number of Angolan governmental partners involved in mine action. CNIDAH’s role, in accordance with Decree No 54/01 of 14 September 2001, is to unify the actions of these national partners in mine action through collegial, inter-sectorial planning, coordination and control. CNIDAH is a temporary commission that was set up as a first enabling step in the revitalization of the Angola mine action programme. Since this critical first step, there have been a number of successes in implementing a ‘whole of Government’ approach to mine action within Angola:

- CNIDAH has significantly developed its capacity to coordinate the mine action sector through high-level planning, guidance, cross-partner coordination, standards-setting, accreditation of operators and quality assurance.
- CED has been established by the Government to coordinate the demining operations of FAA, INAD and GRN.
- The Government intends to commit substantial funds on resourcing and equipping FAA, INAD and GRN in order to create a comprehensive national

humanitarian/development demining capacity. It is likely that there will be donor support for capacity building in INAD.

- Planning and coordination of provincial mine action has been decentralized to the Provincial Vice-Governors.
- Regular plenary sessions are being held with a wide range of participants.
- Mine action planning will be based on the LIS data.

The development of a common National Planning and Reporting Framework for mine action in Angola will build on these successes and optimize the 'Whole of Government' approach by ensuring that all Angolan Government partners in mine action are aware of their responsibilities and how they inter-connect. The framework will also ensure cross-partner understanding of roles and responsibilities which will assist liaison, coordination and cooperation. An example of the benefit of a National Planning and Reporting Framework is that all national infrastructure investment projects should include a mine action assessment by CNIDAH addressing the landmine/ERW threat to the project, potential clearance tasks and an estimate of costs. The goal is that funding for mine action in support of national investment is included in the project development phase by the Government Ministry and/or donor on the advice of CNIDAH. Attached as Annex C is a depiction of the National Planning and Reporting Framework including roles, responsibilities and the planning linkages.

The establishment and development of these national Angolan mine action institutions and the usage of the LIS data as a basis for planning and operations, coupled with the development of the national planning and reporting framework, best positions Angola to eventually manage the residual landmine/ERW problem using national assets. While this will be some years away due to the extent of the problem within Angola, it is expected that by 2011 initial planning will have commenced to address this transition.

Near-term outcomes:

- Develop and implement a National Mine Action Planning and Reporting Framework
- CNIDAH will liaise with relevant Government ministries to determine the mine action impact, if any, on national reconstruction and development plans
- Funding for mine action in support of national reconstruction and development is included in the project development phase by the Government Ministry and/or donor on the advice of CNIDAH.

Long-term outcomes:

- National Mine Action Planning and Reporting Framework is embedded in mine action in Angola
- Whole of Government approach in Angola to mine action optimizes resource usage
- Initial planning commenced on managing transition to national management of the residual landmine/ERW problem

Developing and Enhancing National Institutional Capacity

It is likely that mine action within Angola will continue for some time after donor commitment has concluded. It is essential therefore that Angolan institutions at the national and provincial level are resourced, trained and equipped to fulfill their roles. These requirements are addressed below.

CNIDAH is the most developed of the national mine action institutions by virtue of being first established and supported by three UNDP capacity building projects. More work remains in terms of implementing the findings of the Training Needs Assessment in order to address staff training and development requirements. Quality assurance will require a special project in order to develop the capacity while meeting the immediate requirements – this could be achieved through a commercial contract or through a donor's involvement.

The CED draft plan *Operacao de Desminagem, 2006-2007* addresses the capability development requirement for FAA, INAD and GRN. These institutions will form the nucleus of the long-term, national humanitarian demining capability in Angola. As stated in the previous section, the Government intends to invest substantially in these institutions. Donor support for capacity building within INAD is also intended. FAA deminers will receive training from INAD in order to comply with humanitarian demining procedures and requirements.

This strategic plan envisions that the existing Police network will provide the reporting means for communities to report new landmine/ERW incidents. These incidents can then be recorded in IMSMA and dealt with by operators at the provincial level. CNIDAH will liaise with the Police to effect the reporting and recording requirement.

Ministries within the Angolan Government also have responsibility for elements of mine action, as shown in Annex A. This is primarily within the victim assistance pillar as part of the national health care provision and rehabilitation/reintegration for persons with disabilities. This is explained further in the later section on Mine Action Pillars: Victim Assistance.

Near-term outcomes:

- Staff development and training at CNIDAH in accordance with the Training Needs Assessment
- CNIDAH's quality assurance capability completed
- FAA, INAD and GRN resourced, trained and equipped to undertake humanitarian demining under the coordination of CED
- Existing Police network used for communities to report new landmine/ERW incidents
- Provincial operations rooms staffed, resourced, trained and equipped
- Annual work plans developed for each province

Long-term outcomes:

- All national mine action institutions functioning effectively

Developing and Enhancing National-Provincial Planning and Coordination

Angola has implemented a top-down guidance, bottom-up planning and execution model for mine action in Angola, in terms of the interface between the national and provincial level. The purpose of this is to conform to the extant capabilities at national and provincial levels. At the provincial level, the 18 separate provincial administrations, led by the respective Vice-Governors, will undertake detailed planning and coordination with mine action operators and mine action partners to design and implement annual plans within each province. A key input to this planning process will be the Angolan LIS and IMSMA data to inform prioritization of humanitarian mine action requirements. The provincial administrations will also conduct planning and coordination in support of national infrastructure investment requirements.

At the strategic plan level, there are two key requirements to effectively implementing this model. The first is capacity building at the provincial level. Initial resources are in the process of being provided – communications, read-only IMSMA terminals and basic operating procedures. This provides a base for development, in particular human resource development. The second is the policies and procedures for effective coordination between the national and provincial level. This is outlined in the National Planning and Reporting Framework.

Near-term outcomes:

- Capacity development at the provincial level completed
- Coaching in mine action provided by CNIDAH staff to provincial operations rooms

- Prioritization of provincial humanitarian mine action requirements using the LIS as one key input
- Development of provincial infrastructure investment requirements in accordance with national priorities
- Maturation of provincial plans over the next three years

Long-term outcomes:

- National Mine Action Planning and Reporting Framework is embedded in mine action in Angola providing an effective and efficient interface between the central government and provincial administrations in a planning, reporting and coordination cycle

Mine Action Pillars

Demining (survey, clearance, marking and fencing)

The humanitarian demining objectives in this Strategic Plan are (as stated in Part Two):

Objective 1.1 Reduce the number of high impact communities to zero

Objective 1.2 Reduce the number of medium impact communities by 50%

Objective 1.3 Mark all remaining SHA using community-based and operator resources

These objectives are achievable based on current clearance rates, demining capacity and LIS data. Detailed annual work plans for demining are to be coordinated at the provincial level by Vice-Governors, combining the resources of national operators and NGOs. These annual work plans will prioritise demining tasks based on community need, impact and development and reconstruction requirements. CNIDAH will assist in developing these plans and will monitor progress.

A key part of this strategic plan is that demining in support of national development and reconstruction is to be planned for as part of the project planning. To achieve this, CNIDAH will take the lead in implementing a stakeholder relationship programme with key Government Ministries and donors to ensure that projects are assessed for mine action implications and that any demining requirements are included in the project proposal. CNIDAH will develop a regular programme for visiting and briefing relevant Government ministries to effect this. The initial focus areas will be plans for reconstruction and development of roads and bridges, water and electricity. CNIDAH will also work to institutionalize mine action assessment in the Government approvals process for national reconstruction and development plans. Finally, CNIDAH will

work closely with the Ministry of Finance in order to assist in coordinating the government's budget for mine action.

There are two significant limitations to demining in Angola. The first is the clearance capacity. Much of the existing clearance capacity is largely tailored to manual clearance of agricultural land. The second is that there is limited ability to deal with the mine threat that remains on Angola's roads. This is evident in the still high accident rate on roads (35%), the number of communities that remain inaccessible due to the presence of mines and many provinces reporting roads, including bridges, as their highest priority for clearance in order to further development.

The solution to these limitations is threefold. The first is to increase capacity. This is being addressed in the Government's plans to resource and equip FAA, INAD and GRN and the creation of the CED to coordinate their demining operations. The second is to acquire more mechanical clearance assets to complement the existing manual clearance capability. This is occurring for FAA, INAD and GRN. The challenge is for existing operators to increase their mechanical clearance assets where possible. CNIDAH will work with existing operators to explore opportunities to do so. The third part of the solution is to explore better and/or new technologies and methodologies for safely clearing roads at a faster rate. This is a global challenge to which there is not yet a proven solution. A number of operators are developing advanced technology for the survey of roads that involve advanced detection and target acquisition. These systems, whilst still being established, offer the potential for cost effective and accurate threat reduction. CNIDAH will work with the international mine action community and existing operators to ensure that Angola is at the forefront of such work to enhance the capacity to address road clearance.

Finally, information is the key to all mine action planning in Angola. The plans for national development and reconstruction are one key element of information in order to plan for mine action. The other key element is the IMSMA database based on the community-based impact data gained in the LIS and reports submitted by operators. For this data to be effective, it must be regularly updated and maintained. This is the responsibility of every operator and CNIDAH. To complement this, CNIDAH will sponsor a national survey monitoring protocol, in accordance with the protocols developed by UNMAS and the Survey Action Centre. CNIDAH will also sponsor thematic surveys, such as roads and other infrastructure, in order to ensure that mine action in Angola is information-based.

Near-term Outcomes:

- Annual work plans developed at the provincial level

- CNIDAH to work with key Government Ministries and donors to ensure that mine action planning is included in national infrastructure development and reconstruction planning
- CNIDAH will work to institutionalize mine action assessment in the Government approvals process for national reconstruction and development plans
- FAA, INAD and GRN undertaking demining operations under the coordination of CED
- Seek ways to safely clear roads faster
- CNIDAH issue protocol for survey monitoring

Long-term Outcomes:

- Number of high impact communities reduced to zero
- Number of medium impact communities reduced by 50%
- All remaining SHA marked and markings maintained
- Increased mechanical capacity in FAA, INAD, GRN and operators

Mine Risk Education (MRE)

MRE refers to “*activities which seek to reduce the risk of injury from mines and ERW by raising awareness and promoting behavioural change, including public information dissemination, education and training, and community mine action liaison.*”³

Besides, it serves as a connection between the affected community and other Mine Action Pillars and Social Sectors, through the exchange of information on the problem of mines and its solutions. As discussed and agreed upon by villagers aiming to reduce the risk of mines. Activities are being delivered by national and international NGOs, with the support of CNIDAH’s Provincial Operations Rooms.

Following the work previously accomplished, MRE will be redirected to support initiatives for risk reduction presented by the affected community, focusing on the target group in such way to facilitate the coexistence of the problem without the risk of accidents to perform their daily or seasonal activities.

As it is usually done in all mine action activities, information is the key element in the planning process. Accident data and the results of the Landmine Impact Survey (LIS), constitute the basis to determine the affected communities, as well as those groups which are facing the threat of mines and UXOs on a daily and

³ IMAS 04.10, Second Edition, 1 January 2003 (as amended on 1 December 2004)

seasonal basis due to the nature of their subsistence tasks. Among these we find, small farmers, hunters, wood gatherers, shepherds etc.

This focus should enable MRE and the impacted communities, and the group at risk to be implemented in such way to meet the real needs of the group, and would give them autonomy in order to undertake initiatives of risk reduction, according to the peculiarity of the problem of mines and UXOs identified in each community; example, community marking.

The current challenge of MRE is to support risk reduction strategies designed by the villagers themselves with the aid of NGOs. This would help to provide training to local authorities and focal groups in the community and the necessary tools to support other groups at risk by adopting safe behaviours. This would also facilitate the access to indispensable materials for the community marking process and other relevant solutions for the identified problem in accordance with the capacity and available resources at community level. It is important to mobilize financial resources, through provincial budget to support risk reduction initiatives identified by the affected communities.

MRE should be planned together with the communities, according to the nature of the risk and the identified impact, and further shared with the other stakeholders during forums organized by CNIDAH at central and provincial level. This process, among other aspects, aims at ensuring that MRE interventions are crosscutting (transversal) and concentrate on the real needs and priorities of the communities, and improve the coordination with demining tasks and other social sectors.

In a strategic point of view, a department at CNIDAH coordinates MRE activities.

Based on the data of mine accidents and UXOs included in the LIS results, CNIDAH will analyse the referred data, with the purpose of identifying potential trends that are likely to have an impact on communities and groups at risk, as an example: (1) Control on location maps of dangerous areas in each affected community and its impact on identified groups at risk; (2) Reasons/actions that have caused accidents in these groups and (3) Lack of alternative areas for hunters in search of food in remote areas. These activities are significantly increasing and is placing certain groups in the community at risk. The aim of this analysis is to identify and assess future emerging trends of risk, to adequately plan mechanisms of response and support.

By December 2006, in the attempt to support planning of MRE, CNIDAH will publish guidelines for MRE activities.

Intermediate Outcomes

- MRE will take a new direction; communities have taken the responsibility of MRE as their programme and with external support (NGOs) devise risk reduction strategies, implement and monitor activities;
- Focal groups in the community were trained and strengthened, and have the necessary tools to support identified groups at risk;
- Traditional authorities know what their tasks in Mine Action are, and support the implementation of risk reduction initiatives agreed upon by the community with the support of NGOs;
- Risk reduction initiatives at the community are financed through provincial resources and other donors;
- Establishment of a system of information sharing between the different stakeholders, based on the characteristics of each affected community and their defined priorities for Mine Action;
- MRE reports (including accident data) based on the IMSMA are regularly prepared to guide the planning process;
- Dangerous areas adjacent to residential zones benefited from the community marking and the maintenance plan developed by the community themselves;

Long-term Outcomes

- Number of mine accidents and UXOs caused by social pressure and economic needs will be reduced;
- Focal groups provide information to groups at risk for their daily or seasonal tasks;
- Signs indicating a dangerous area, either placed by deminers or villagers, are maintained and respected by groups at risk;
- Considering suggestions made by villagers, access to essential services is facilitated by sharing information with other stakeholders and adequately addressed during forums.

Stockpile Destruction

CNIDAH are implementing a project with technical support from UNDP to ensure compliance with Article 4 of the Ottawa Convention which entails the complete disposal of stockpiled anti-personnel landmines that are under Angola's

jurisdiction or control by 1 January 2007. Under the terms of the project, FAA under the MOD, and INAD under MINARS, are tasked to conduct a range of activities to achieve the project deadlines. The key milestones for the project are: training of the partners to the project during the latter part of 2005; a survey of stocks to be conducted in early 2006; and stocks to be physically disposed of by the end of 2006.

In terms of strategic linkage, the disposal of stockpiled anti-personnel landmines will contribute to accomplishing Goal 2 of Angola's ECP (*Estratégia de Combate à Pobreza*), the protection of human security through demining, disarmament and social order.

Outcome: Complete the stockpile destruction project

Victim assistance

The responsibility for delivery of services to landmine/ERW survivors is the responsibility of a number of Government Ministries and agencies, as part of their support to all persons with disabilities in Angola. Medical care is provided within the national health care system with the support of international donors, including orthopedic centres. Reintegration support is provided by a number of agencies, namely: MINARS, MINSA, MAPESS, Ministry of Defence, Ministry Antigos Combatantes and Veterans de Guerra, and the Ministry of Education. Provincial governments implement support at the provincial level. CNIDAH's role is to provide high-level coordination amongst the institutional stakeholders in victim assistance through the Sub-Commission for Assistance and Reintegration. As part of this role, the CNIDAH Sub-Commission for Assistance and Reintegration will develop an action plan to implement this strategic plan as it relates to victim assistance.

Information gained during the LIS and from other sources of accident data indicate that not all victims have received the full range of support. However, this cannot be accurately quantified due to the limited range of data available.

A key first step therefore is to establish a national database for all victims, old and new. This information will aid CNIDAH and other institutions to assess impact, establish baseline victim data and measure progress in addressing the needs of victims and the services and care they have received. An accurate database of victims will also assist in the provision of orthopedic support as orthopedic appliances normally require replacement every three to four years. Finally, an accurate picture will greatly assist in planning future health care provision such as the level of state funding required to support the dependency and the means of securing or providing access to orthopedic services for those in need over the longer term.

The second component that needs to be developed is a Landmine Survivors' Network (LSN). LSN exist in a number of mine-affected countries. Their

purpose is to empower individuals and communities affected by landmines to recover from trauma, reclaim their lives and fulfil their rights. LSN are run by victims, for victims. An LSN would provide a means for the substantial number of victims in Angola to have a means to represent their needs and to have a voice in order to raise interests that are pertinent to them. LSN in other countries have been successful for this reason and have provided tangible results in improving the plight of victims.

Finally, the CNIDAH Sub-Commission for Assistance and Reintegration will initiate a regular annual report on victim assistance in order to monitor the assistance provided to victims. The landmine/ERW victim database is a significant input for this report.

Near-term Outcomes:

- CNIDAH develop the action plan for victim assistance
- Establish landmine/ERW victim database
- Establish reporting mechanism to capture data on all new mine victims
- Regular IMSMA reporting established for MRE and use of IMSMA data to guide planning for victim assistance
- Annual CNIDAH report on progress in victim assistance

Far-term Outcomes:

- Conduct a review of the victim assistance needs of the country and align orthopedic resources against that need.
- Establish an LSN to represent victims

Advocacy

Angola has made significant strides in its mine action programme since the end of the civil war in 2002. National institutions have been established in separate legislation. National mine action standards have been developed as have procedures for the accreditation and licensing of operators. In accordance with mine action practice throughout the world, a national legislation will need to be developed to support mine action. This will support the 'Whole of Government' approach. This applies equally to Ministries such as MINARS who have a responsibility in humanitarian mine action and to CNIDAH in terms of coordinating the activities of multiple government partners. A mine action law should also provide the legislative framework for technical mine action matters such as accreditation of operators, compliance requirements for operators such as reporting and standards, external quality assurance and the national mine action database (IMSMA), for example.

Outcome: National legislation for mine action is approved by the Government of Angola

Quality Management

Quality management of mine action in Angola will consist of a two-stage process as described in the National Mine Actions Standards (NMAS) and the International Mine Actions Standards (IMAS). The first stage involves the accreditation and monitoring of the demining organisation, before and during the clearance process, and the second stage involves the inspection of cleared land before it is formally released to the beneficiary for use.

Accreditation establishes and confirms the quality of demining organisations by confirming that they are competent and able to *plan and manage* demining activities safely, effectively and efficiently (Organisational Accreditation); and that they are competent and able to *carry out* specific demining activities (Operational Accreditation).

Monitoring examines the demining organisation's capability (people, equipment and procedures) and ensures that the organisation is applying this capability appropriately. This external monitoring complements the demining organisation's own internal quality management system, verifying that the demining organisation's quality procedures are appropriate and are being applied. However, it does not *replace* the demining organisation's responsibility for ensuring the application of safe, effective and efficient operational procedures.

In those cases where post-clearance inspection is deemed necessary⁴ by CNIDAH, its application forms part of a management process which aims to verify the quality of clearance, and establishes sufficient confidence that a demining organisation has removed or destroyed all mine and UXO hazards from the specified area to the specified depth, in accordance with its agreed contractual obligations. Post clearance inspections should also inspect the accuracy of post clearance marking and survey as indicated in completion reports.

⁴ In many situations CNIDAH will determine that accreditation and monitoring provide sufficient confidence that the clearance requirement has been met.

Currently the QA monitoring capacity within CNIDAH is limited to a single team that is struggling to keep up with the current workload. CNIDAH will address this problem by strengthening existing processes and procedures, expanding the quality assurance monitoring capacity (for example, regional QA teams), and developing new procedures for quality management of commercial entities. The QA Monitoring teams will focus on ensuring that demining organisations' management systems and operational procedures are consistent with the terms of accreditation. The teams will not undertake post-clearance inspections (sampling); in those situations that sampling is deemed necessary it will be conducted by the organisation itself under the supervision of the CNIDAH QA Monitoring Teams.

CNIDAH will develop QA procedures for commercial demining tasks. As is the norm in other mine action programmes, commercial operators will be required to fund external QA for clearance tasks they are undertaking. This will be done by the commercial demining operator contracting a QA monitoring body accredited by CNIDAH. The QA monitoring body will carry out its monitoring activities in accordance with the National Mine Action Standards.

Near-term Outcomes

- Strengthen the existing accreditation capacity
- Expand the CNIDAH QA monitoring capacity
- Develop QA procedures for commercial demining tasks
- Accredite independent QA monitoring organisations

Long-term Outcomes

- Establish and implement a regular monitoring regime for all operators.

Area Reduction

The LIS has provided an accurate assessment of the impact on communities in Angola from the landmine/ERW problem. The LIS also provides an assessment of the number of SHA affecting communities, as well as an approximation of the size of each SHA. A lesson learned from the ten or more other LIS is that the size of an SHA is usually greater than the size of the actual contaminated area. There are accepted methodologies to reduce the size of an SHA other than manually clearing all the SHA. The purpose of this section is to provide guidance to operators on how CNIDAH intends to manage these different methodologies, using examples of current practice in Angola.

CNIDAH fully supports operators using area reduction methodologies as many of these methodologies are more cost efficient, faster and still maintain safety and quality. UNMAS guidelines on technical survey are one methodology. The use of mechanical mine clearance assets is another accepted area reduction practice. Closely working with the community to identify the contaminated area is another.

Another area reduction method, as used an operator during the LIS, is to significantly reduce the size of SHA through polygon mapping using trained surveyors and surveying equipment to provide accurate measurements of bearings and distance using laser rangefinders for example. This is a more accurate process than the community mapping and visual verification method outlined in the LIS Protocols, which uses visual estimates.

CNIDAH will follow a three step process to work with operators seeking to undertake area reduction. The first step is the accreditation process which includes acceptance of work practices. The second step is liaison in the field in response to new initiative by operators. The third step is to sponsor sharing of area reduction methodologies amongst operators and to provide guidance on standards and procedures. The desired outcome is that area reduction methodologies are applied in Angola in order to safely clear SHA quicker.

Outcome: Area reduction methodologies applied in Angola

Implementing the 2006-2011 Strategic Plan

The 2006-2011 Strategic Plan for mine action in Angola provides the means to ensure that all mine action activities in Angola are seeking to achieve the same vision, goals and objectives. The Strategic Plan provides the framework and guidance for regular annual work plans at the operational level to be developed and implemented, such as within the provinces. The Strategic Plan provides a unifying focus for mine action partners working in the humanitarian demining environment seeking to reduce the impact on communities, as well as mine action partners working on mine action in support of national reconstruction and development.

There are a range of activities that will occur as a result of the approval of the 2006-2011 Strategic Plan. These activities are signaled in the Strategic Plan. Some important examples are:

- CNIDAH will liaise with Government Ministries and donors in order to commence the process of ensuring that mine action implications and requirements are factored into projects for national reconstruction and development. The process to be followed is to identify reconstruction and development plans, for example roads, bridges, railways, water and electricity, to assess any mine action implications and then to include mine action requirements in the reconstruction/development project

proposal. This purpose of this is to bring the same visibility to planning for mine action in support of reconstruction and development as is brought to humanitarian mine action through the LIS and IMSMA process.

- Annual work plans will be developed at the provincial level and advised to CNIDAH. These plans will be based on the data gained during the LIS as well as the provincial reconstruction and development requirements. The plans will be developed in coordination with operators within the province as well as other government agencies. These plans will provide the basis for reporting and monitoring in order to measure annual progress towards the strategic goals and objectives
- The National Planning and Reporting Framework will be used to coordinate mine action activities in Angola
- National mine action institutions will develop their plans for annual work and capacity development within the context of the strategic plan

The strategic plan will serve to unify the actions of all partners in mine action in Angola as they develop their annual work plans and capability development plans. This plan will be reviewed at the mid-point in 2009 to assess progress and to reaffirm the guidance given. This will coincide with the next significant Ottawa Convention milestone, when the original signatories to the convention will report progress in clearing the landmine threat.

ANNEXES:

- A. Roles and Responsibilities of Mine Action Organisations
- B. Mine Action Partners and Accreditation Status
- C. National Mine Action Planning and Reporting Framework
- D. Implementation Framework

ANNEX A

ROLES AND FUNCTIONS OF MINE ACTION ORGANISATIONS IN ANGOLA

There are two parts to this annex. The first covers the roles and responsibilities of the key GOA mine action institutions: CNIDAH, CED and INAD. The first part is a diagrammatic representation of all mine action organisations in Angola, depicting the level that they operate at (strategic coordination, operational direction, provincial coordination and operators) and linking each organization to a mine action pillar (demining, MRE, victim assistance).

CNIDAH. A commission that reports directly to the Council of Ministers and presidential decree 54/2001 has made it responsible for the following activities:

- coordinating, planning, organising and controlling all actions related to demining, assistance to mine victims (special care for mother and child, post-trauma treatment) and the social reintegration of mine victims,
- elaborating studies and cooperation projects between national and international bodies and/or organizations with similar activities,
- harmonizing projects, programs, plans and reports to be approved,
- supervising the application of the Ottawa Convention in the country,
- organizing and participating in national and international fora where issues related to demining, assistance and social reintegration of mine victims are discussed,
- distributing the funds of national and international donors, being accountable to them on a quarterly basis, and
- advising on the financial participation of the Angolan government.

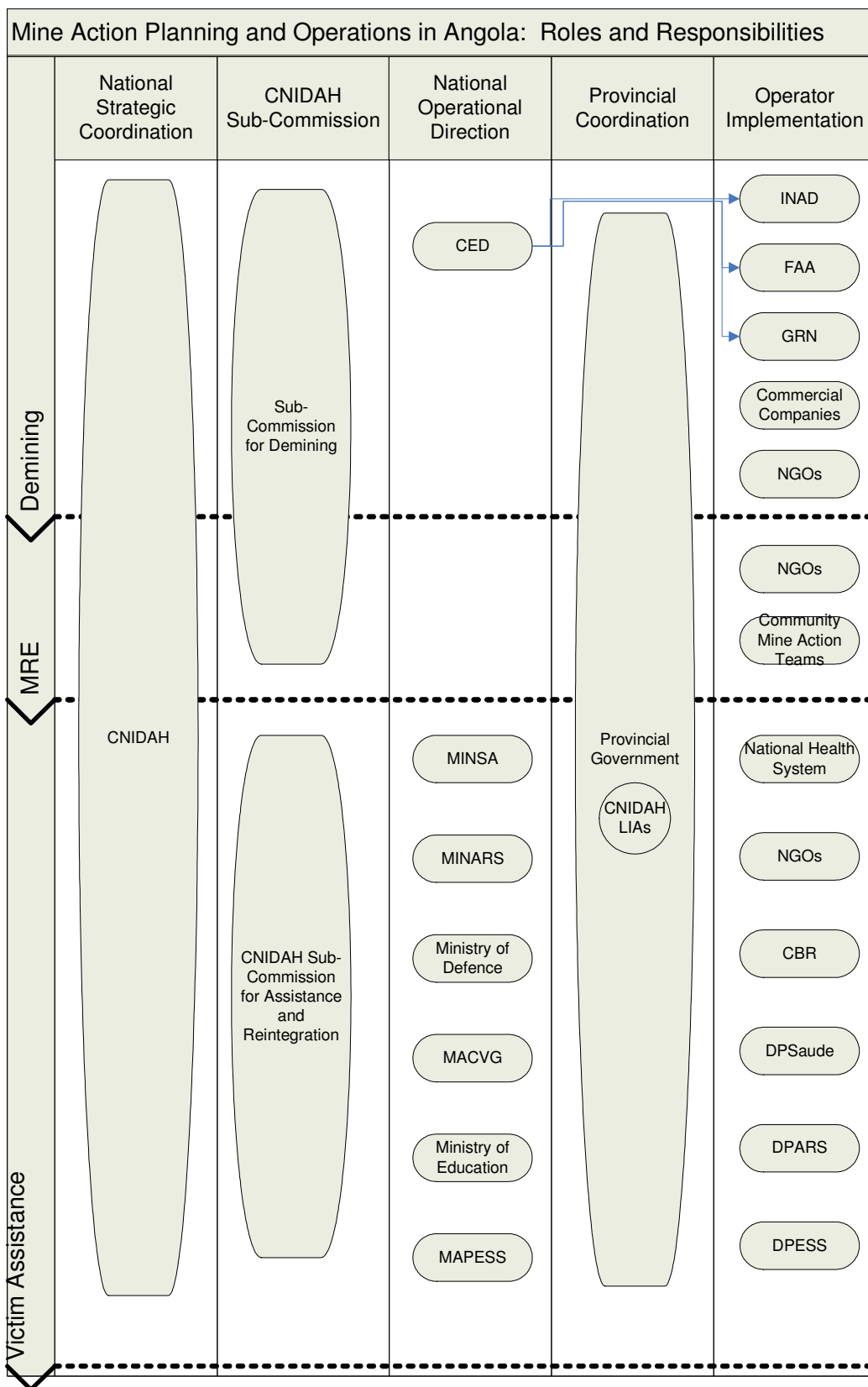
Executive Commision for Demining (Comissão Executiva de Desminagem (CED)). A commission established to coordinate to coordinate the demining activities of the FAA and the INAD with the efforts of the office for national reconstruction (GRN- Gabinete da Reconstrução Nacional). Decree xx/ 05 allocates the following responsibilities;

INAD. A public institute, with autonomous finance and administration responsibilities and under the Council of Ministers decree 121/03 it has the following responsibilities:

- carrying out studies and preparing projects on demining activities and mine risk education (MRE),

- guiding and monitoring actions related to demining activity and MRE in areas under its control,
- leading demining activities required for the implementation of socio-economic projects,
- providing technical assistance to the national demining process,
- evaluating the mine problem in the country through surveys and studies,
- promoting and providing support to the mobilization of ex-combatants that are specialists in engineering for demining operations,
- promoting and carrying out training and technical and vocational training actions for staff involved in demining activities, through specific programs and projects,
- cooperating with international organisations, governmental and non-governmental entities, civil or military, to carry out demining activities,
- participating in the negotiation of cooperation agreements within its scope of activities,
- issuing opinions on the creation or legalization of demining firms,
- Organizing MRE seminars and workshops for the population,
- participating in national, regional and international fora on issues related to mines and their consequences, and
- certify areas that are cleared of mines.

2006-2011 Mine Action Strategic Plan



National Mine Action Planning and Reporting Framework

Overview

A key purpose of the 2006-2011 Mine Action Strategic Plan is to provide a unifying framework for all mine action operations in Angola. A key part of this is to establish a national planning and reporting framework. This framework is described in this Annex as follows:

- Part 1: The steps in the planning component of the framework
- Part 2: The reporting component of the framework
- Part 3: A diagrammatic representation of the framework
- Part 4: Annual timeline for mine action planning and reporting

Part 1:

The planning component of the framework is based on the following:

- Step 1: Information database established. The key inputs for all mine action planning in Angola are:
 - LIS data as recorded and maintained in IMSMA for humanitarian mine action.
 - Accident data and victim data for victim assistance.
 - Stockpiles identified for destruction.
 - National reconstruction and development plans e.g. roads, bridges, water, electrical reticulation, schools, etc, as sponsored by national and provincial authorities and donors.
- Step 2: 2006-2011 Mine Action Strategic Plan issued.
- Step 3: Government institutions develop their annual supporting guidance and/or plans (CNIDAH, MINSA, MINARS, etc).
 - CNIDAH liaises with Government institutions and donors to assist them in determining the mine action implications of their project proposals for national reconstruction and development. Funding for mine action in support of these proposals should be included in the overall project cost.
 - CNIDAH issue guidance for victim assistance.
 - CNIDAH issue guidance to refocus MRE on at-risk groups and impacted communities.
- Step 4: State budget submissions.
- Step 5: Provincial Governments liaise with mine action operators and provincial agencies to develop annual work plans for demining and MRE.
- Step 6: Cycle repeated annually.
- Step 7: 2006-2011 Mine Action Strategic Plan reviewed in 2009 to assess progress and to reaffirm the guidance given.
- Step 8: 2011 – New Mine Action Strategic Plan issued.

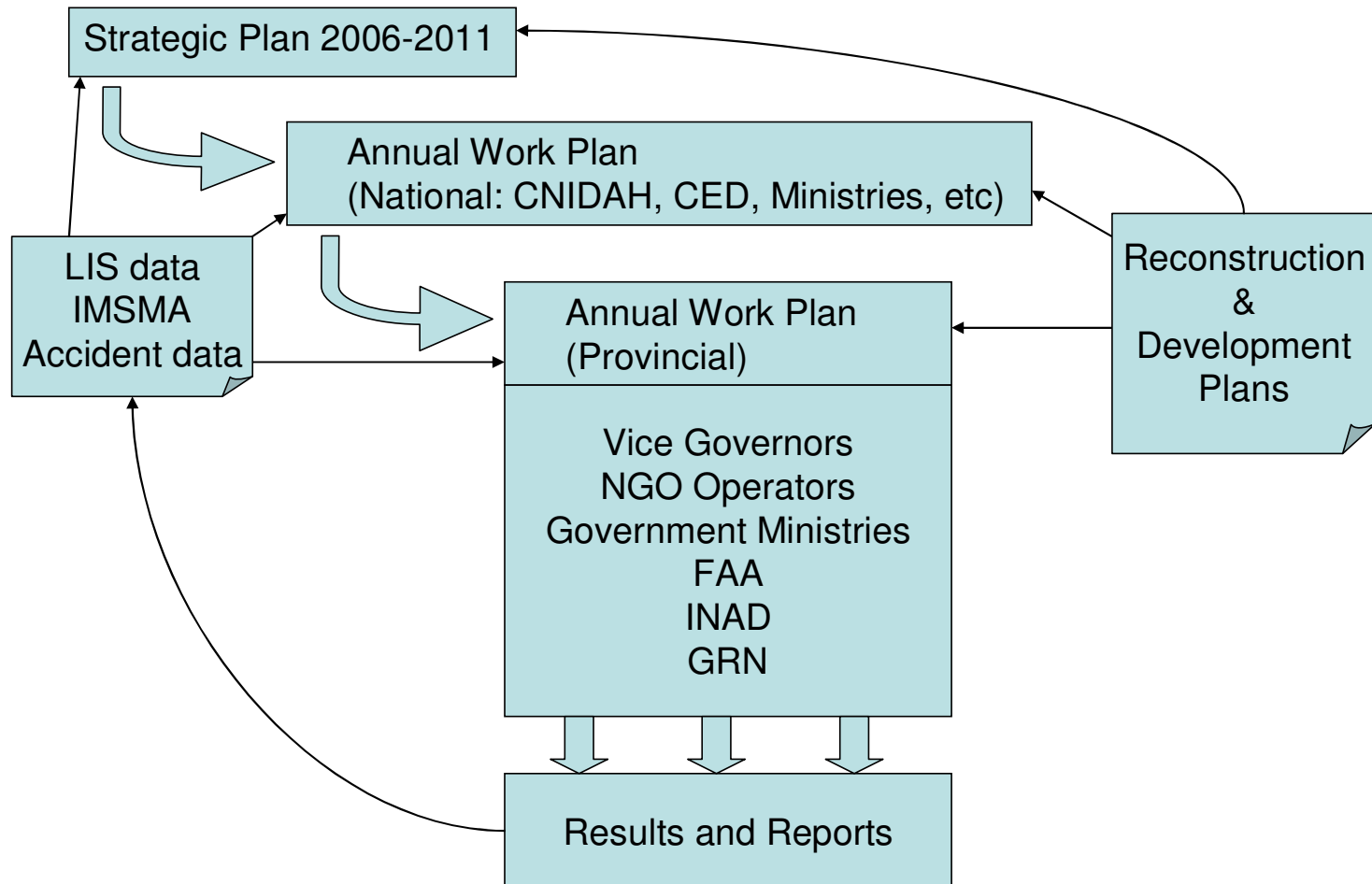
Part 2:

The reporting component of the framework is based on the following:

- CNIDAH has established a standardized common reporting system using IMSMA:
 - There is a common coding system for all provinces, municipality, comuna and localidades. EXAMPLE
 - All SHA are assigned a separate identification number.
 - A task number is assigned to every mine action demining task.
 - A series of standardized IMSMA form have been developed for Angola mine action and issued to operators, for example:
 - Clearance start report
 - Progress report
 - Suspension report
 - Completion report
 - EOD spot report
 - New SHA/minefield report
 - Operators report on progress etc to the CNIDAH IMSMA database section using these forms.
 - CNIDAH has briefed operators on the standardized common reporting system and issued the forms and a 'how-to' guide. Training sessions have been held at CNIDAH for operators. This training will be complemented by field liaison visits by CNIDAH staff.
 - The CNIDAH Technical Department monitor and report on operators' mine action operations as part of the QA system.
- Victim assistance is reported on annually by the CNIDAH Sub-Commission for Assistance and Social Integration.
- MRE is reported on by the quantity of MRE provided to targeted communities and at-risk groups. Quality is assessed through the accreditation process and through monitoring by the CNIDAH Technical Department. Mine accident statistics are used as a macro-assessment tool to assess the effectiveness of MRE.

Part 3:

The national planning and reporting framework is represented diagrammatically on the next page.



ANNEX C

NATIONAL MINE ACTION PLANNING AND REPORTING FRAMEWORK

PART FOUR: ANNUAL TIMELINE FOR MINE ACTION PLANNING AND REPORTING

Date	Activity	Responsible	Remarks
1-31 Mar	Quarterly review and update of Provincial Workplans	VGs, supported by FAs, LIAs, Operators and local development players	-Plan is to include a timeline or scheduling of tasks. -Plans to be received by CNIDAH Luanda 31 Mar
15-31 Mar	Provincial Quarterly Report	VGs, supported by FAs, LIAs, Operators and local development players	-This report will become redundant once IMSMA becomes the norm and be cancelled by CNIDAH once all operators report using IMSMA.
1-31 May	Prepare planning guidance for mine action submission to the state budget (OGE- Orcamento Geral Estado)	CNIDAH- Planning Department	-Guidance to articulate Government priorities for the coming year.
31 May	Issue planning guidance for mine action submissions to the OGE	CNIDAH	
1-30 Jun	Quarterly review and update of Provincial Workplans	VGs, supported by FAs, LIAs, Operators and local development players	-Plan is to include a timeline or scheduling of tasks. -Plans to be received by CNIDAH Luanda 30 Jun
15-30 Jun	Provincial Quarterly Report	VGs, supported by FAs, LIAs, Operators and local development players	-This report will become redundant once IMSMA becomes the norm and be cancelled by CNIDAH once all operators report using IMSMA.
1 Jun-31 Jul	Preparation of mine action submissions to OGE	-CNIDAH -Provincial Governments CED (Incl GRN, FAA & INAD) -Line ministries (MINARS, MINSAU, MINED) -Reconstruction Ministries (INEA, Electricity, Bridges)	-CNIDAH budget for internal operation -Provinces budget for staff and operations rooms -CED budget against <i>Operacao de Desminagem</i> , -Line Ministries budget for their respective mine action responsibilities -Major projects to budget for mine action component
31 Jul-30 Aug	Review and consolidation of mine action submission to OGE	CNIDAH	

2006-2011 Mine Action Strategic Plan

Date	Activity	Responsible	Remarks
31 Aug	Submission to State Budget (OGE)	CNIDAH	
1-30 Sep	Quarterly review and update of Provincial Workplans	VGs, supported by FAs, LIAs, Operators and local development players	-Plan is to include a timeline or scheduling of tasks. -Plans to be received by CNIDAH Luanda 30 Sep
15-30 Sep	Provincial Quarterly Report	VGs, supported by FAs, LIAs, Operators and local development players	-This report will become redundant once IMSMA becomes the norm and be cancelled by CNIDAH once all operators report using IMSMA.
1-30 Sep	Prepare Guidance for Annual Workplan process	CNIDAH- Planning Department	
30 Sep	Issue Planning Guidance for Annual Workplan formulation	CNIDAH	
1 Oct-30 Nov	Preparation of Provincial Annual Mine Action Workplans	-Provincial Governments CED (Includes GRN, FAA & INAD) -Line ministries (MINARS, MINSAU, MINED -Reconstruction Ministries (INEA, Electricity, Bridges) -NGOs -Commercial Operators	-Plans to programme (schedule and prioritize) those tasks and resources that are funded. -Unfunded tasks should form the basis of the provincial and national mine action portfolio -Submitted to CNIDAH by 30 Nov
1-20 Dec	Review of Provincial Annual Workplans	CNIDAH	
1-30 Dec	Prepare Provincial Annual Report	-Provincial Governments	Submitted to CNIDAH by year end

ANNEX D**IMPLEMENTATION FRAMEWORK**

Implementation Initiative	2006	2007	2008	2009	2010	2011
“Whole of Government” Approach	Clarify the roles and responsibilities of Government of Angola mine action partners		Develop and implementation of mine action law in Angola			
	Implementation of the National Planning and Reporting Framework (NPRF)		The NPRF is embedded in mine action in Angola- mine action funding identified in the development phase of national investment/ development projects			
Development and Enhancing National Institutional Capacity	Staff development & training in accord with the Training Needs Assessment (TNA)		CNIDAH effectively functioning as national mine action authority responsible for high-level planning, coordination, standards, accreditation and external QA&M			
	CNIDAH Quality Assurance & Monitoring (QA&M) needs are met-including national capacity development					
	Donor identified to support capacity building at INAD	Capacity building with INAD through UNDP project		FAA and INAD resourced, trained and equipped to fulfill their responsibilities as the national demining operators.		
	Initiate implementation of CED plans to expand the capacity of FAA and INAD					

2006-2011 Mine Action Strategic Plan

Implementation Initiative	2006	2007	2008	2009	2010	2011
	Provincial Operations Rooms staffed trained and equipped	Provincial operations rooms undertaking planning, coordination and reporting for all mine action operations within their area of responsibility				
	CNIDAH & INAD run mine action workshops for selected Ministries		Mine action partners effectively meeting their responsibilities			
Developing and Enhancing the National- Territorial Interface	Capacity development at the provincial level complete			National Mine Action Planning and Reporting Framework is embedded in mine action in Angola providing an effective and efficient interface between the central government and territorial administrations in a planning, reporting and coordination cycle		
	Prioritization of humanitarian mine action at provincial level using LIS as key input					
	Development of provincial infrastructure investment requirements in accordance with national priorities					
	Maturation of the provincial planning process (to a level including comprehensive Workplans)					
Demining	Increased manual capacity with National institutions FAA and INAD.	Increased mechanical capacity with National institutions FAA and INAD.		Develop integrated mine action capacity with national institutions.		
	Improved task selection through the use of LIS data for impacted communities and priority setting at provincial level.					

2006-2011 Mine Action Strategic Plan

Implementation Initiative	2006	2007	2008	2009	2010	2011
	Initiate nationwide road data gathering process		Application of advanced technology for clearance of roads			
Mine Risk Education (MRE)	Community mine action committees funded through provincial resources.		Mine field marking maintained by community mine action teams.			
	Reinforce process of establishing community mine action committees.		All mine fields pending clearance are marked with marking systems regularly maintained.			
	Regular IMSMA reporting established for MRE and use of IMSMA data to guide planning					
Stockpile Destruction	Anti-personnel landmine stock destroyed					
Victim Assistance	Develop reporting system to capture data on all new mine victims	Implement new mine victim reporting system		Implement comprehensive plan to meet victim assistance needs in terms of accident reporting, orthopaedic facilities and a national victims database		
	Establish clear lines of responsibility for addressing mine victims	Conduct review of victim assistance needs				

2006-2011 Mine Action Strategic Plan

Implementation Initiative	2006	2007	2008	2009	2010	2011
	Develop process for a national victims database	Implement a national mine victim database				
Quality Assurance & Monitoring	Expand QA capacity of CNIDAH	Timely quality control of all completed tasks	Establish comprehensive system for the quality assurance and monitoring of all clearance	Comprehensive quality assurance and monitoring regime embedded as an integral part of the demining process		
Threat Assessment and Risk Reduction	Humanitarian Mine Action based on the LIS	Relocate mine action resources as necessary	Mine action activities and planning based on accurate information and actual needs			
	Initiate technical survey					
	Conduct road and critical infrastructure assessments					