

National Operational Work Plan for 2004/05

MINE ACTION PROGRAMME FOR AFGHANISTAN

1 April 2004 to 31 March 2005

Introduction

1. Afghanistan is one of the most mine, and unexploded ordnance (UXO), affected countries in the world. The people of Afghanistan remain severely affected from past, and more recent conflicts. The UN Mine Action Programme for Afghanistan, with its workforce of some 7,800 personnel undertakes a diverse range of activities including, implementation of mine risk education, technical training related to mine action, general and technical information gathering as well as clearance of area contaminated by mines and unexploded ordnance.

Aim

2. This national operational plan for 2004/05 is a technical document intended primarily, for use within the MAPA. This document allocates the Mine Action Programme for Afghanistan resources to achieve overall programme objectives. The Area Mine Action Centers (AMAC's) and the Mine Action NGO's are to use this document to guide their activities during the work year 2004/05. It will also be used as the basis for NGO project proposals, operational plans and training plans. The National Operational Work Plan is a dynamic document that will be re-evaluated on a continual basis. This plan has been developed with a direct involvement of the Department for Mine Clearance of the Afghan Islamic Transitional Government.

Mined Area Situation

3. The current known area contaminated by landmines in Afghanistan as at 15 March 2004 is, 872 square kilometers (sq km). Of this 468 square kilometers (sq km) is classified as high priority land. High priority land is ground that, if not for the mine contamination, would be used for productive economic and social purposes such as irrigation, farming, grazing, transport/travel and residential/commercial use. This classification will be re-validated during the Landmine Impact Survey (LIS) that is currently being conducted, and which will be discussed further in this plan. As more areas of the country become accessible, due to a firming security situation, a more comprehensive picture of the mine and UXO problem is being developed. Also, as more refugees return, additional risk areas continue to be reported to the mine action organizations. Mine contamination throughout the country continues to be a major hindrance to rehabilitation and, increasingly, redevelopment. It is also a significant deterrent to the return of refugees. Annex A shows a map of mined areas remaining to be cleared.

4. Large areas of land still remain contaminated with unexploded ordnance (UXO), particularly in northern Kabul, Parwan, Kunduz, Takhar, Kapisa and Faryab. During October and November of 2001,

the Coalition Forces dropped Cluster Dispensers containing BLU 97 Sub-munitions on over 150 Taliban targets. The clearance of these munitions is a continuing concern. There were a total of 271 strike sites, of which 170 are cleared as of December 2003. The clearance of these sites has progressed well, and the remainder of the accessible BLU strike sites should be cleared by end Summer 2004. Most of the remaining strikes are in remote areas that are inaccessible in the winter, or inaccessible due to security reasons.

5. The following table summarizes the presence of overall landmine contamination throughout the country.

As at March 2004

High Priority Mined Area Remaining to be Cleared

Area	Contaminated Area by			General Survey		Technical Survey			
	Province	District	Village	No. Of Minefield	MF Area (sqm)	No. of MF	MF Area (sqm)	No. of Battlefield	BF Area (sqm)
Central	6	29		608	72300806	522	12078446	109	20243267
Southern	5	30		398	124357884	324	22006043	48	6423974
Eastern	4	27		107	22830797	143	6533906	15	1487026
South East	4	34		249	62584090	224	10081178	3	22900
Northern	8	34		300	38135246	375	9843493,7	190	17580306
Western	4	27		511	147659332	268	12692192	19	1937297
Total	31	181		2173	467,868,155	1856	73,235,258	384	47,694,770

Low Priority Mined Area Remaining to be Permanently Marked

Region	Contaminated Area by			General Survey		For Permanent Marking			
	Province	District	Village	No. of Minefield	MF Area (sqm)	No. of MF	MF Area (sqm)	No. of Battlefield	BF Area (sqm)
Central	6	33		495	70664429	0	20,000,000	0	0
Southern	4	26		260	101226650	0	20,000,000	0	0
Eastern	4	19		58	7634856	0	20,000,000	0	0
South East	4	21		173	18578000	0	20,000,000	0	0
Northern	7	24		219	29458763	0	20,000,000	0	0
Western	4	22		270	176666677	0	20,000,000	0	0
Total	29	145		1475	404,229,375	0	120,000,000	0	0

Security

6. As the mined area within Afghanistan touches almost every province, the issue of physical security is of major concern. In the coming year it is anticipated that there will be an increase in security incidents, especially around the time of the national elections. The main risks are associated with direct targeting of UN activities and personnel, and their partners, by terrorist forces intent on disrupting reconstruction efforts. There is a substantially increased risk of murder, intimidation, kidnapping, bombing and theft, particularly in Southern and Eastern regions of the country. The Mine Action Program has already been the victim of several attacks, and will certainly be at increased risk of further attacks. Developments in Iraq are also likely to have an effect on the security situation, as successes against Coalition forces there may encourage terrorist elements here in Afghanistan. The growing frequency of attacks on UN personnel and assets, as well as other 'soft targets', also clearly shows that terrorist elements are now making no distinction between civilian organisations and military forces.

7. The security requirements outlined in the MAPA Security SOP's are to be followed by all MAPA components during the conduct of this work plan:

8. The MAPA will not conduct operations in any areas where Coalition operations are ongoing, where there is internal conflict or fighting, or where UN security assessments indicate that it is not safe to continue operations. Areas of poppy cultivation will also be avoided. Security incidents must be reported through the applicable AMAC as soon as possible. MAPA members should keep themselves abreast of security developments and should seek security advice when moving into questionable areas.

Objectives

9. **Program Objectives:** In line with the program's strategic vision that:

Afghanistan shall be a country free from the threat of landmines and unexploded ordnance, where individuals and communities live in a safe environment conducive to development, and where mine victims are fully integrated into society

the overall objective for the National Operations Plan for 2004/05 is to:

Clear specific high priority areas from the impact of mines and UXO's, to reduce casualties through threat avoidance education, threat elimination, and threat prevention, and to facilitate Afghanistan's rehabilitation in line with Government priorities

Specific objectives are as follows:

10. **Clearance:** Clearance activities during 2004/05 will initially support the mine action general priority system, until the Landmine Impact Survey (LIS) is complete. The LIS form the basis of the standard prioritization tool from that time on. It is anticipated that the outputs for 2004/05, based on the

planned expansion, will be **21.4 sq km** of high priority mined areas for humanitarian purposes, **9.2 sq km** for reconstruction needs, **and 73.9 sq km** of the former battlefield clearance throughout the country. The detailed targets and objectives for 2004/05, by NGO, and by areas, are shown at Annex B. The areas planned to be cleared, or permanently marked, in 2004/05 are shown in the table below.

Humanitarian Clearance and Permanent Marking for 2004/05

Area Mine Action Centres	Land Type	High Priority Area to be Cleared (sqm)	Area to be Permanently Marked (sqm)	Battlefield Area to be Cleared (sqm)
Centre	Residential	1,300,000	0	
	Agriculture	694,000	0	
	Irrigation	50,000	0	
	Road	500,000	0	
	Grazing	1,600,000	20,000,000	
	Battlefield	0	0	26,880,000
Total		4,144,000	20,000,000	26,880,000
North	Residential	362,000	0	
	Agriculture	1,216,400	0	
	Irrigation	25,000	0	
	Road	2,735,000	0	
	Grazing	100,000	20,000,000	0
	Battlefield	0	0	16,800,000
Total		4,438,400	20,000,000	16,800,000
South	Residential	700,000	0	
	Agriculture	2,057,000	0	
	Irrigation	700,000	0	
	Road	1,000,000	0	
	Grazing	600,600	20,000,000	
	Battlefield	0	0	16,800,000
Total		5,050,600	20,000,000	16,800,000
East	Residential	0	0	
	Agriculture	587,450	0	
	Irrigation	38,500	0	0
	Road	0	0	
	Grazing	2,489,250	20,000,000	
	Battlefield	0		3,360,000

Total		3,115,200	20,000,000	3,360,000
South East	Residential	45,000	0	
	Agriculture	750,000	0	
	Irrigation	29,800	0	
	Road	210,000	0	
	Grazing	1,000,000	20,000,000	
	Battlefield	0	0	3,360,000
Total		2,034,800	20,000,000	3,360,000
West	Residential	770,692	0	
	Agriculture	0	0	
	Irrigation	225,000	0	
	Road	464,020	0	
	Grazing	2,044,888	20,000,000	
	Battlefield	0	0	6,720,000
Total		3,504,600	20,000,000	6,720,000
Grand Total		21,439,600	120,000,000	73,920,000

11. **Survey:** The program plans to continue survey activities during 2004/05 that will include:

- (i) Impact survey of mined/UXO areas that have not been identified until now due to security problems or inaccessibility due to poor access conditions.
- (ii) The Landmine Impact Survey, which commenced in July 2003, deployed trained survey teams to the field on 3 November 2003. The survey will aim to identify the type, size and scope of the mine problem in a particular area to assist in effective planning and efficient allocation of Mine Action resources. The LIS will give a complete impact picture, which can then be applied to a system of weightings to achieve a comprehensive prioritization across the whole country.
- (iii) Technical survey and marking of some **22.5 sq km** of minefields for humanitarian purposes, **11.3 sq km** of minefields for reconstruction purposes, and **34 sq km** of former battlefield areas to allow the efficient application of clearance resources.
- (iv) Permanent marking of low priority areas, and those high priority areas, that cannot be cleared with the demining technology currently in use by MAPA. This will largely be achieved through the Disarmament, Demobilization, and Reintegration (DDR) project. It is planned that **120 sq km** of marking will be achieved in 2004/05.
- (v) The rapid road survey capability (MEDDS), operating with MECHEM, will have 5 teams operating in 2004/05. Each team is capable of reducing 5 km a day to a total width of 50m (i.e. 250 000sqm a day).

(vi) The detailed survey targets for 2004/05 are shown at Annex B.

12. **Mine Risk Education**: UNMACA, with UNICEF, will maintain responsibility for the coordination of MRE implementation, and building capacity for MRE partners, within the Mine Action Program for Afghanistan (MAPA), in particular META. The MRE program will continue to deliver MRE to a variety of target groups through direct implementation, mass media campaigns, and integrated education, health, social and community based programs. Mine Risk Education will focus on and further develop the following components of the program:

a. Mine Risk Education in Schools

i) **Formal School Program**. Implemented by Ministry of Education with support from UNICEF. An additional 25,000 schoolteachers will be trained in MRE and receive teaching materials. Continued provision of technical support to the Ministry of Education for follow up activities through UNICEF, UNMACA and META

ii) **Non-Formal School Program**. Implemented by the MAPA agencies with support from UNICEF and UNMACA. Train approximately 5,000 teachers from the non-formal schools. Provide M&E activities through META and MAPA partners.

b. Community Based MRE (CB MRE)

i) **Community Based MRE**. Implementation by MAPA MRE agencies. Continue the Community Based MRE program through MAPA implementing agencies, technical support and M&E activities provided by META. Link Community Based MRE to other health/social programs implemented at the community level by government or other humanitarian agencies.

ii) **Integrated MRE in the Health Sector**. Implementation by Ministry of Health/UNICEF/WHO and ARCS. MRE training for vaccinators/volunteers and MRE materials distribution during the National Immunization Days (NID). MRE training for the ARCS Community Based First Aid (CBFA) volunteer network.

iii) **MRE community Liaison**. Implementation by MAPA survey and clearance agencies. MRE training and refresher training for all survey and clearance agencies regionally through META. MRE community liaison by survey and clearance teams/agencies. New MRE materials to survey and clearance agencies/teams.

c. Emergency Response and Quick Impact MRE program

i) Emergency Response MRE. Implemented through MAPA agencies, (however some reduction in direct MRE and shift to CBMRE will be exercised.) Implementation of MRE at UNHCR encashment, transit centers, and IDP camps by MAPA MRE agencies. Complete current assessment of MRE methodologies and needs through UNICEF and META. Provide technical support and refresher training to MAPA MRE agencies through META.

d. Mass Media Campaigns

i) Radio, Video, TV, signboards, posters and leaflets. Continuation of BBC-AEP program. Development of cross cutting mass media campaign to include all communication mediums through UNICEF, UNMACA, and AAR Japan. Develop and produce MRE materials for community based, schools, quick impact, direct, integrated and emergency response MRE programs through META, AAR Japan, UNICEF and UNMACA. Continue capacity building with META to provide mass media materials development, with support from UNICEF and AAR Japan.

The table below indicates the MRE resources/assets available to the program in 2004/05:

Agency	Mine Risk Education Approach	No. of Teams	No. of Trainers
OMAR	Direct and emergency MRE and Community Based MRE.	26	52
HIB	Emergency MRE and Community Based MRE through Mine Committees.	27	54
SC/US	Community Based MRE and training of trainers to partners outside the Mine Action	11	22
ARI	Direct MRE in Border Exit Stations on the Iranian side.	15	30
ARCS	Emergency MRE and Community Based MRE	8	16
AREA	Direct MRE to returnees/IDPs and Community Based MRE	16	32
ICRC	Emergency MRE and Mine/UXO victim data collection.	4	8
HT	Emergency Mine Risk Education	4	8
BBC-AEP	MRE messages through “New Home, New Life” soap opera and other radio educational programs	1	-
META	MRE Training, Monitoring and Evaluation	4	8
Total	All MRE Components	116	230

13. **Monitoring and Training:** The Monitoring, Evaluation and Training Agency, (META) will conduct operations through 2004/05 with 7 Technical Training Teams (TTT), 24 Quality Management and Inspection Teams (QMITs), 3 Quality Assurance Inspection Teams (QAITS), 2 MRE Training Teams, 2 MRE Monitoring and Evaluation Teams, and 2 Management Teams. They will continue to provide technical training, performance evaluation (External Quality Assurance and Quality control), and technical advice to the Mine Action NGOs. The following courses will be conducted by META, based on the expansion for the year 2004/05.

NGO	Demining Course	Pre-Deployment Courses	Deputy Team Leaders Course	Personal Protective Equipment Course	Basic Permanent Marking Course	Special Courses	Basic Management Course	Middle Management course
ATC	5	5	1		2	3 Courses (One for Finance, One for Project Contract and one for Human Resource Management)	5 Courses for all Mine Action Agencies	3 Courses for all Mine Action Agencies
MDC	6	6	2					
DAFA	4	4	1					
MCPA								
OMAR	6	6	2					
AREA	3	3	1		2			
HT								
Total	24	24	7		4			

Below are the priority training activities of META in 2004/05:

- (i) Conduct 24 Demining Course (DC) for manual clearance teams and mine dog groups.
- (ii) Conduct 24 Pre-Deployment Courses for MAPA clearance agencies
- (iii) Conduct 7 Demining Team Leaders Course (DTLC) for manual clearance teams and mine dog groups.
- (iv) Conduct 3 Middle Management Courses and 5 Basic Management Courses.
- (v) Conduct 3 Special Courses for Finance, Human Resource Management, and Project Contracts.
- (vi) Conduct Mine Risk Education Training for demining teams/agencies,DDR, NID, and refresher MRE training for the MAPA MRE partner agencies.

14. **Mine Action for Peace (MAFP)**. MACA will participate in the government sponsored DDR programme under the auspices of the Afghan New Beginnings Programme (ANBP). Specifically, the MAFP project will implement reintegration activities, using a community based demining approach, in three pilot sites as part of the ANBP pilot phase and will, as funding becomes available, develop eleven sites each year. During the pilot phase, 136 demobilized fighters will be reintegrated at each site. During full implementation, larger teams will be recruited with the intention of facilitating reintegration of 244 demobilized fighters at each site.

Priorities

15. The current priority system for mine action will remain the same for most of 2004/05. The completion of the Landmine Impact Survey by August 2004 will not only provide a clear picture of the impact of landmines and UXO's in Afghanistan, but will also allow the development of a more comprehensive system of tasking prioritization throughout the program

16. The Department of Mine Clearance, district administrators, and province governors, at their levels, are, and will remain, closely involved in setting of priorities for mine action. Annex C shows a chart displaying the involvement of partners in priority setting. Mine action will support these humanitarian activities in the following priority order:

Priority One

Rehabilitation/Development. Mine action requests to support rehabilitation/ development projects that are planned to commence immediately clearance activities have been completed. The requesting organisation must provide proof that funds are available for rehabilitation tasks to begin immediately, once clearance is completed.

OR

Repatriation. Mine action requests to support repatriation of refugees or internally displaced persons (IDP) who are currently returning or will return immediately upon the completion of clearance activities. Evidence must be provided (e.g. by UNHCR or local authorities) that refugees or IDP will return to.

OR

Casualties. Where civilian mine/UXO casualties are occurring at an estimated rate indicating a clear and imminent danger (e.g. more than one victim per month) for the population in a specific village or localised area.

OR

Other:

Request to clear areas vital to the population (life saving/life sustaining) and no other alternatives exist (e.g. hospitals, village water supplies/wells). These requests must be endorsed by the local council/shura and benefit the community as a whole.

Areas to be utilised by relief agencies for urgent or essential operations (e.g. IDP/refugee camps, emergency facilities required to support disaster relief operations).

Priority Two

Rehabilitation/Development. Requests where plans for operations have been completed, but where funds are not currently available to undertake the project.

OR

Repatriation: Requests to support repatriation of refugees/IDPs where the return is likely to occur within 12 months of the task being completed.

OR

Casualties: Areas where the estimated rate of civilian mine/UXO casualties indicate a significant danger (e.g. more than one victim every three months) for the population in a specific village or localised area.

OR

Other: Requests that are significant (but not vital) to the economy or general well-being of a community. These requests must be endorsed by the local council/shura and benefit the community as a whole. This may include major economic infrastructure assets (e.g. factories, roads, bridges), community facilities (e.g. schools, mosques, cemeteries), essential agricultural and grazing land, production and commercial facilities.

Priority Three

Rehabilitation/Development. Requests where the project concept has been approved but where detailed plan and or funds, will not be available in the medium term (i.e. 1-2 years).

OR

Repatriation. Requests to support repatriation of refugees/IDPs where the return is likely to occur in the medium term (i.e. 1-2 years).

OR

Casualties. Areas where the estimated rate of civilian mine/UXO casualties indicate a limited but remaining danger (e.g. less than one victim every six months) for the population in a specific village or localised area.

OR

Other: Requests where clearance would make some contribution to the ongoing economic development and physical well being of the population (endorsed by local council/shura).

Priority Four

Rehabilitation/Development. All requests not covered in Priorities 1-3.

OR

Repatriation. All requests not covered in Priorities 1-3.

OR

Casualties. Areas in which no civilian casualties have occurred however the area(s) are within one kilometer of permanent population zones (residential areas, roads, canals or agriculture areas).

OR

Other. Areas where permanent alternatives exist but clearance will improve local conditions or strengthen the economic structure of the area (e.g. clearance of a more direct road between two districts).

Priority Five

All other requests not covered in Priorities 1-4 (e.g. hilltops and mountainsides where the presence of mines does not affect the normal life of the people)

Available Resources

17. The table below shows the changes in the number of resources that will be available with the MAPA implementing partners in 2004/05 (Mine Awareness resources are shown in a separate table):

Mine Action Survey and Clearance Resources Available in 2004/05						
Resources	Agency	No. of teams in 2003/04	Changes in the No. of teams for 2004/05 (Humanitarian)	Changes in the number of teams fro 2004/05 (Reconstruction)	Total Teams at end of 2004/05	
Manual Clearance Teams	ATC	25	0	0	25	
	DAFA	14	0	4	18	
	OMAR	13	0	0	13	
	DDG	4	0	0	4	
	HALO	45	0	0	45	
	AREA	5	0	0	5	
	Total	106	0	4	110	
Mechanical Demining Unit (MDU)	ATC	10	0	0	10	
	MCPA	0	0	0	0	
	DAFA	5	0	0	5	
	OMAR	5	1	0	6	
	DDG	1	0	0	1	
	HALO	16	0	0	16	
	Total	37	1	0	38	
MDG	MDC	26	0	7	33	
	Total	26	0	7	33	
Survey Teams	MCPA	48	0	1	49	
	MEDDS	4	0	0	4	
	HALO	(Technical S.)	14	0	0	14
		(General S.)	2	0	0	2
	Total	68	0	1	69	
MDS	MDC	42	0	8	50	
	Total	42	0	8	50	

EOD Teams	ATC	12	0	0	12
	DDG	16	0	0	16
	HT	16	0	0	16
	HIB	2	0	0	2
	DAFA	4	0	0	4
	OMAR	2	0	0	2
	Total	55	0	0	58
TTT	META	7	1	0	8
QAIT		3	0	0	3
QMIT		20	0	0	20
EOD QMIT		0	4	0	4
MT		2	0	0	2
MRE Trg		2	0	0	2
MRE M & E		2	0	0	2
Total		32	5	2	39
DDR Manual Clearance Teams (MCT)	ATC	2	2	0	4
	DAFA	0	3	0	3
	OMAR	0	6	0	6
	AREA	0	6	0	6
	DDG	0	6	0	6
	Total	2	23	0	25
DDR Permanent Marking Teams (PMT)	ATC	1	1	0	2
	DAFA	0	3	0	3
	OMAR	0	6	0	6
	AREA	0	4	0	4
	DDG	0	6	0	6
	Total	1	20	0	21
DDR MRE Teams	ATC	1	1	0	2
	DAFA	0	5	0	5
	OMAR	0	10	0	10
	AREA	0	6	0	6
	DDG	0	10	0	10
	Total	1	32	0	33

Team Structure/Composition

18. The individual mine clearance teams depicted above have a different set of capabilities and relative advantages based on ground type, weather and the presence of different types of landmines. The make up of the available clearance assets is as follows:

- a. **Manual Clearance Teams (MCT)** of ATC, OMAR, and DAFA consist of 40 men (24 lanes). HALO Trust manual teams consist of 28 persons (22 lanes), and DDG teams consist of 24 persons (18 lanes), These MCT's are employed on clearing AP and AT minefields located in agricultural, irrigation, residential, and grazing lands.
- b. **Mine Dog Group (MDG)** is composed of 29 personnel (1 GL, 1 Asst GL, 2 SL, 4 DH, 13 Deminers, 1 medic, 1 Admin/Log, 4 drivers, 1 cook, 1 cook helper, 2 guards) and 4 dogs. Although limited by certain types of terrain and vegetation, MDG's can generally clear the areas contaminated with minimum metal content mines. Clearance of most of the roads and anti-tank minefields will be also conducted by MDG's.
- c. **Mechanical Demining Unit (MDU)** is composed of one armored machine, which works for the support of manual clearance teams and are comprising 13 personnel (1 TL, 2 Spotters, 2 Operators, 1 Mechanic, 2 Deminers, 1 Medic, 1 Driver and 3 Guards). In some terrain types the MDU can be deployed to prepare the ground for manual teams. These Units are concentrating their efforts on clearing collapsed urban areas and irrigation systems that cannot be cleared by the present manual clearance and mine detection dog technology. The HITACHI Mechanical clearance system can also be deployed for clearance of irrigation canals/heavily vegetated areas in.
- d. **Mine Survey Team** consists of 7 personnel (1 TL, 3 surveyors, 1 driver, 1 Medic, 1 Guard). The survey teams are supplemented by a Mine Dog Set (MDS) (consisting of 1 Set Leader, 2 dog handlers, 1 drive, 1 guard and 2 dogs).
- e. **CBMCT (Community Based Mine Clearance Team)** under the Agency for Rehabilitation and Energy conservation in Afghanistan (AREA) are manual clearance teams consist of 1 team leader, 1 Assistant TL, 3 SL, 2 paramedic, 18 deminers, 2 guards and 1 cook. These teams are to continue working in anti-personnel minefields in agricultural, irrigation, residential and grazing lands of Nangarhar province, and will expand to South Eastern Afghanistan.
- f. **Battle Area Clearance Teams (BAC)** are MCT's cross-trained in battlefield clearance techniques. All manual clearance teams within the program are cross-trained for conducting BAC operations and demolitions of ordnance up to 85 mm.
- g. **EOD** teams of OMAR, DAFA and ATC are composed of 13 personnel (1 TL, 1 Asst TL, 5 Operators, 3 drivers, 1 medic, 2 guards, 1 cook). In 2004/05, the EOD capacity will be used to focus on the destruction of high threat/high technology UXO in all land types throughout the country. Teams will be tasked throughout 2004/05 to attend priority emergency tasks, commence village-by-village operations, and deal with other EOD related items in BAC Tasks. The "EOD Team Deployment" is attached as Annex F to this document.

- h. **Mine Risk Education** teams are generally composed of two instructors and in some cases could be increased to 3 instructors.
- i. **Quality Management & Inspection Teams** of META are composed of 2 Quality Management Inspectors and 1 driver.

Resources Allocation

19. Program assets will operate on a two-season system (summer and winter), with resources moving between regions during the seasonal changeover. This will ensure that assets are used in weather conditions that will allow the greatest annual outputs of cleared lands. Generally teams will move from higher elevation areas with more extreme conditions to lower lying areas with more moderate conditions.

20. Seasons: The proposed 2004/05 mine action seasons are:

- (i) Summer: 1 April 04 - 31 Oct 04
- (ii) Winter: 1 Nov 04 - 31 Mar 05

21. The actual deployment/changeover dates from region to region may vary, and depends on weather, continuation of task, and security. Survey teams will conduct their seasonal changeover one month prior to the movement of clearance teams to ensure that a sufficient number of tasks are surveyed, re-surveyed, or remarked and are available for clearance work to begin.

22. During the winter season, survey and clearance teams from Central, Northern and South-Eastern areas will be deployed in Southern, Western and Eastern areas where the weather is warmer. EOD operations will generally be unaffected and the teams will be able to operate during all the year in all locations.

23. Mine Risk Education activities are largely unaffected by the weather and will operate in all the regions without any seasonal change in their locations. The MRE Resources Allocation is attached as Annex E.

24. The actual locations of mine action resources within an area during any given period will be determined by the AMAC, based on national planning priorities. If resources are required to move out of the areas of responsibility of an Area Manager, Plans Section UNMACA will coordinate the movement in consultation with the relevant AMAC's, and the agency involved. Tables showing the Summer and Winter resource allocations is attached as Annex D to this document.

Quality Management

25. The programme aims to implement a Total Quality Management (TQM) approach, but acknowledges that this will take time to achieve. During 2004/2005 META will continue to be the implementing partner to MACA in Quality Management (QM) activities, with an emphasis on promoting TQM aspirations. Development will include:

- (i) The establishment of an additional eight 2-man Quality Management Inspection Teams (QMITs), operational March/April 2004. These will primarily support reconstruction demining projects, bringing the total number of QMITs up to 24 teams.
- (ii) Establishment of a QM database to facilitate recording, reporting and analysis of QA and QC inspection results.
- (iii) Introduction of an MDD accreditation system. This was delayed during 2003 due to budgetary constraints and degenerating security, and has become a high priority task for 2004.
- (iv) Improving the quality of training by adopting a systems approach to provide a mechanism for effective and responsive review of all META-delivered courses.

26. META QM activity will include:

- (i) External Quality Assurance (QA) inspections to ensure safety and quality of work by promoting effective internal QA. The target rate will be 2 QMIT inspections per month on all demining worksites, with a minimum of one inspection per month at each worksite.
- (ii) Quality Control (QC) through a process of post-clearance sampling, supported by MDD and manual clearance assets where necessary. QC inspections will be carried out on all reconstruction tasks.
- (iii) Implementation of MDD accreditation, including the establishment of at least 2 MDD accreditation sites.
- (iv) Incident/accident investigation as necessary.
- (v) QA inspections of MEDDS operations, as directed by MACA.

Technical and Training Development

27. Technical development activities will continue to be centrally managed by MACA technical staff, assisted when if required by META, Technical Working Groups and, or other selected NGOs. These activities some of which are presently on going will be continued in 2004 are listed below:

Serial No.	Topic	Priority
1	Internationally assisted trials into the capabilities, reliability, and limitations of mine detection dogs. Field elements completed October 2003 – GICHD analysis and report ongoing.	1
2	Mine dog accreditation, site set-up and licensing	1
3	Targeted management training to cover specific skills and needs.	2
4	Introduction of additional QMITs during 2004/05	1

5	Evaluation of MRE school project.	2
6	Training the trainers of all MAPA partners in mine risk education.	1
7	Development of MRE training methodology and evaluation of this project.	1
8	Conduct trials to improve the present low order explosive destruction techniques and explosive capability trials.	1
9	Review and update the SOPs for the manual clearance of mined area.	2
10	Improved quality control mechanism for all demining tasks.	2
11	Improved system of analysis of QA and QC inspection results.	1
12	Development of QA/QC system and external validation of the MEDDS system.	1
13	Development and introduction of Afghanistan Mine Action Standards (AMAS).	1
14	Evaluation and assessment of the NGOs management capacity.	2
15	Implement recommendations of the 2003 evaluation and assessment of MDD operations and training.	2
16	Evaluation of the Program Survey Capacity outputs	3

Conferences and Working Groups

28. In the Mine Action Programme for Afghanistan (MAPA) there is a need for effective management and coordination of activities to ensure safe, efficient and effective operations. The interdependence of MAPA activities means that decision-making, programming, and problem solving needs to be achieved via informed discussion. To that end, a system of meetings and working groups has been developed. The following meetings and workshops are planned for 2004/05.

Yearly Schedule for MAPA Conferences/ Working Groups 2004/05		
Event	Date	Location
Medical TWG	14 April 2004	Kabul
Mechanical TWG	21-22 April 2004	Kabul
Strategic Planning Workshop/META/Cranfield	April 2004	Kabul
EOD Systematic Clearance TWG	10 May	Kabul
Quality Management TWG	19 May	Kabul
Survey and Clearance TWG	7 June 2004	Kabul
Medical TWG	16 June 2004	Kabul
Mechanical TWG	23 June 2004	Kabul
Operations TWG	28 June 2004	Kabul
First Quarterly Review- 2004/05	05 July 2004	Kabul
EOD TWG	12 July 2004	Kabul
Mine Action Support to Development/META/Cranfield	31 July-5 Aug 2004	Kabul
Mechanical TWG	20 July 2004	Kabul
Medical TWG	4 Aug 2004	Kabul
Survey & Clearance TWG	9 Aug 2004	Kabul

Operations TWG	23 Aug 2004	Kabul
Mechanical TWG	6 Sep 2004	Kabul
EOD TWG	15 Sep 2004	Kabul
Planning Preparation Workshop 2005/2006 and Mid Term Review- 2004/05	3-4 Oct 2004	Kabul
Medical TWG	6 Oct 2004	Kabul
Survey & Clearance TWG	12 Oct 2004	Kabul
Quality Management TWG	25 Oct 2004	Kabul
Operations TWG	10 Nov 2004	Kabul
Mechanical TWG	17 Nov 2004	Kabul
OPS Planning Workshop/META/Cranfield	20-25 November 2004	Kabul
EOD TWG	6 Dec 2004	Kabul
Medical TWG	8 Dec 2004	Kabul
Survey & Clearance	20 Dec 2004	Kabul
Third Quarterly review 2004/05	2-3 Jan 2005	Kabul
Quality Management TWG	10 Jan 2005	Kabul
Medical TWG	16 Feb 2005	Kabul
Operations TWG	24 Feb 2005	Kabul
Last Quarterly Review 2004/05	10 April 2005	Kabul

Public Holidays

29. The following dates are the authorized public holidays for Mine Action agencies working in Afghanistan for 2004/05:

List of UN and Government Official Holidays for the Year 2004-05 (1382-1383) That are authorized public holidays of the MAPA

1	V Day of Islamic Government	27 Apr 04	Tuesday
2	*Prophet's M. Birthday	3 May 04	Monday
3	*Independence Day	19 Aug 04	Thursday
4	Masood's Martyrdom Day	9 Sep 04	Thursday
5	*First of Ramadan	17 Oct 04	Sunday
6	*Eid - ul – Fitr * (16-17 Nov for UN)	15-17 Nov 04	Tuesday - Wednesday
7	*Boxing Day	26 Dec 04	Sunday
8	*New year's Day	1 Jan 05	Saturday
9	*Eid - ul – Qurban *(21-22 Jan for UN)	20-22 Jan 05	Friday - Saturday
10	*Tenth of Muhram	19 Feb 05	Saturday
11	Afghan New year	21-Mar 05	Wednesday
12	Education Day	22-Mar 05	Thursday

Those marked with an Asterisk * are Public Holidays for UN staff.

Area Work Plans

30. All AMAC's and Sub- AMAC's are to review their Area Operational Work Plan, and forward it to the MACA by 15 April 2004 for final approval.

Conclusion

31. With the asset base of this Work Plan the planned clearance is evenly matched with the planned survey (33.7sqkm to 30.6sqkm). Given that there is also over 73 sqkm of Technical Surveyed area awaiting clearance at the start of 2004/05, it can be drawn that the program is in good shape with regard to future work and the make up of it's asset base. The allocation of assets is designed around maximum resource mobilization for the period. This Work Plan sets the basis for our operations over the period 1 April 2004 to 31 March 2005. It is a dynamic document that will be reviewed regularly as new tasking overtakes this plan. All agencies are to follow the plan and where necessary consult with UNMACA on any required changes.

Richard Dan Kelly
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MACA, MAPA
1 April 2004