



Norwegian People's Aid

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# International strategy 2012 - 2015



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Founded in 1939 as the labour movement's humanitarian solidarity organisation, Norwegian People's Aid (NPA) embraces the values of solidarity, unity, equality and democracy as its guiding principles. NPA is a politically independent membership based organisation working in Norway and in more than 30 other countries in the world. NPA's vision is "Solidarity in Practice". NPA aims to improve people's living conditions and to create a more just society, undertaking political advocacy and practical supportive work.

NPA's General Assembly, August 2011, approved the organisations values and principles 2011-2015, establishing that: NPA works together with marginalised and oppressed groups so that people themselves can defend and promote their interests. NPA's cooperation with partner organisations shall be based on mutual respect and equality. Based on practical solidarity work, NPA will be a courageous organisation that shows solidarity with organisations and groups that defend their legitimate rights. NPA shall challenge power and injustice for the common good. The organisations practical work shall be based on solidarity, not charity.

The values and principles 2011–2015 defines two core areas for NPA's work: *Just distribution of power and resources* and *Protection of life and health*. This strategy covers NPA's international work within the two core areas, namely *Democracy development in partnership with people's organisations*, including humanitarian aid, and *Mine- and explosives clearing*. Subsequently, the document is divided in two parts covering each core area, outlining the strategy to implement the decisions of the General Assembly.

## For a just distribution of power and resources

### In August 2011, NPA's General Assembly decided that NPA will:

- Cooperate with popular organisations and civil society in pursuit of democratisation and thus contribute to a more just distribution of power and resources.
- Support our partners' work for land rights and for strategic natural resources to be of benefit to all.
- Promote human rights, equality and a just distribution of power and resources between women and men.
- Advocate for Norwegian development policy to increase focus on power and the *distribution of resources*.

## Mine Action

### In August 2011, NPA's General Assembly decided that NPA will:

- Continue to be one of the world's most important organisations within humanitarian explosives clearance.
- Strengthen practical and political work to ensure that the political and humanitarian objectives of the 1999 Land Mine Convention can be achieved.
- Work for the 2010 Cluster Munitions Convention to become as comprehensive and effective a framework as the Land Mine Convention.
- Work to set in place mechanisms that will ensure that stockpiled cluster munitions are destroyed and that the competence and experience of Norwegian People's Aid is brought to bear on the implementation of the Convention.
- Work to maintain and develop dialogue, and to ensure that Norway follow up on its ambitions and obligations under the two conventions.
- Ensure that Norwegian People's Aid helps shape developments for regulating other types of weapons that breach the principles of humanitarian law.

This part of the strategy covers the international work within the core area: *Just distribution of power and resources*. The strategy will guide NPA's international partnership cooperation, political advocacy work, and humanitarian response to crisis. Policies, country strategies and position papers will be developed to operationalise the strategy.

NPA promotes social and economic welfare for all. Organisations in different parts of the world have many agendas in common. NPA will be an alliance partner in the work for:

- Political, social and economic change that benefits oppressed groups.
- People's organisation, participation and use of their democratic rights.
- Reduction of inequalities within and between countries, people and groups of people, men and women.

### 1. International challenges

There are many indications that the coming period will be characterized by changes in international relations and by increased social discontent. This may lead to instability, but also to stronger social movements for change, opening new possibilities for democratisation and just distribution of resources.

***International power relations and cooperation are changing.*** The dominant economic and political position of western countries is being contested. There are stronger political relations between governments in the South, more South-South trade, investment and development cooperation.

***Globalisation has led to concentration of power and resources in the hands of few.*** Socio-economic inequality has increased in most countries. As a consequence the reduction of inequality is gradually gaining attention on the development agenda.

***The economic crisis is putting pressure on public welfare.*** This has led to social demands for more just economic policies and regulation of financial markets. However, the economic crisis may also lead to increased inequality, social upheaval and more authoritarian political tendencies.

There is a gradual change in the ***international funding for development***. The on-going discussion about innovative financing of global issues, such as a global climate fund, the increased focus on national income generation through taxes, and the considerable emphasis on private sector investments will influence how aid budgets are allocated.

***The quest for access to and control over natural resources*** by countries and companies has been intensified and is likely to be exacerbated by climate change. In most contexts the development model based on extraction and export of natural resources has failed to create public welfare, job opportunities or income to improve living conditions.

***Conflicts are increasingly triggered by lack of democracy and unequal distribution.*** The quest for natural resources, climate change, structural injustice and the economic crisis also contribute. Internationalisation of intra-state conflicts through foreign military involvement has increased, posing huge challenges to the role of the international community in post-conflict democracy building.

***The mobilisation for democracy and socio-economic justice*** in the Middle East and North Africa has triggered widespread reactions. In some Latin-American countries, more progressive democratic reforms

have been promoted. However, many of the democratic regimes have failed to become meaningful to people, either because power continues to be highly concentrated, authoritarian tendencies prevail, or that democratic processes present no real alternatives.

**Organisations and social movements in the south** have grown stronger. The same pertains to interaction and international networks. Formal and informal organisations and networks mobilise against inequality and injustice. And we see that **peoples' right to organise and possibility to participate** continues to be challenged in many countries, especially those with authoritarian regimes, in conflict or post-conflict transitions.

**Gender equality and women's rights** have been on the agenda for many years. Formal rights are sometimes won. However, enforcement of rights and sustained change of mindsets and behaviour is a huge challenge for women and men struggling for equality and against discrimination.

## 2. Strategic framework

**NPA has a political approach to development:** NPA recognises that national and international institutions and development policies are shaped in the dynamics of contestation and negotiation between different interest groups in society. A crucial element for a just development is that oppressed groups assert power and capacity to participate and influence power-holders and decision makers. Development is not just a matter of economic growth, knowledge or the right technical solutions. The present marginalisation of large sectors of the population is not primarily caused by lack of resources. The critical issue is how the resources are controlled and distributed.

As a result of this approach NPA will promote:

**Democratisation:** NPA considers organisation building to be fundamental for democratisation. NPA will strengthen people's rights and possibilities to organise and participate. Organisations are crucial for oppressed and marginalised people to voice their interests and concerns collectively, challenge political power structures, propose alternatives, negotiate with power holders and elect their own representatives. Democracy requires more than the right to vote. Political parties and elected authorities play an important role. However, mobilisation and public debate are fundamental for a vibrant and healthy democracy.

**Just distribution of resources:** NPA is concerned with the political and economic structures that uphold inequality. And NPA views it vital to reduce the gap between rich and poor, and between women and men. Hence, the main question when social and economic development policies or initiatives are proposed is: Who will benefit and who will lose? NPA pays particular attention to the control over and distribution of resources, including land and natural resources.

## 3. NPA's methodology

Taking into account NPAs political approach to development, NPA's work is based on:

- Analysis of the obstacles and opportunities for democratisation and redistribution.
- Analysis of political and economic power structures.
- Analysis of the actors in civil society, the differentiated roles the actors play, their strengths and weaknesses.

**Focus on the actors:** NPA will cooperate with actors who mobilise for democratisation and just distribution of resources. This derives from our understanding that popular mobilisation is the driving force for change in the social, economic and/or political order. The issues that mobilise people may vary between countries and over time. NPA wants to be flexible to support and engage with people's mobilisation for social and political change in the different contexts.

**Partnership:** NPA engages in partnerships with organisations with which we share common values. NPA is often regarded as a donor in the programme countries and will address this role carefully to minimise the power imbalance as a result of this. In addition to financial support NPA seeks to establish trust, open dialogue, and a mutual sharing of resources such as information, networks, skills and knowledge with partners.

**Gender equality:** NPA will work for a society where gender does not determine your social welfare or your influence. NPA supports women to confront traditional roles and to participate in organisations and in the public sphere. NPA will integrate a gender perspective in the cooperation with strategic actors, the political advocacy work and in the response to crisis.

**Result focus:** A thorough and documented analysis of results achieved by NPA and partners provides crucial information for decisions on how to improve our work and strategies. This is especially important as we deal with complex processes that take time. NPA monitors systematically in order to be able to describe and measure important changes over time.

## 4. What NPA will do

NPA's overall priorities in this strategy period are:

- To sharpen our focus on the actors and the political approach to development.
- To stay focused and highlight on NPA's added value to partnerships, especially through strengthening the capacity to support to organisational development and alliances with partners.
- To strengthen NPA's political advocacy efforts

### 4.1 Partnerships for social and political change

NPA will approach partners on the basis of who they are, what they do and who they represent. The roles the organisations play, or have the potential to play, in society are decisive.

- NPA will support organisations and social movements rooted in their local political and social context. This root should be reflected through legitimate interests or claims, membership, solid relations with their own constituencies, contextual competence, and/or experience in their work for social and democratic change. NPA will seek to increase the number of partners with a membership base during this strategy period.
- NPA will also have the willingness to engage with flexible networks of organisations and individuals that ally to forward specific issues, agendas for social change, or who respond to sudden changes in society.

NPA will carefully analyze the dynamics in supporting partners at regional, national and local level. By exclusively giving emphasis to the local level, opportunities to influence national processes may be missed. Too much emphasis on national advocacy and lobby work runs the risk of disconnecting with the concerns

that mobilise people at the local level. Though it is not an objective to have partners at both levels in all country programmes, there should be a clear strategic argument behind the choices made.

NPA expects partner organisations to have a commitment to gender equality, and will provide support to develop gender equality.

NPA should ask: How can this cooperation contribute to strengthen the organisation's political role in society? How is it likely to affect political processes and public opinion? The answer to these questions should guide both the funded and non-funded NPA support.

NPA will prioritize support to organisational development to improve the organisations' capacity to be agents of change. Based on a dialogue with partners, NPA will support their efforts to strengthen:

- Internal capacities; such as development of internal democracy, involvement of men and women, mobilisation of constituencies, participatory development of the organisations agenda, and/or technical and administrative capacities.
- External capacities; such as capacities to analyse the context, establish alliances and adapt to changing situations.

NPA will prioritise financial support to activities aimed at raising people's awareness, mobilising people for social change, and influencing public opinion and policy makers. Based on a context analysis, NPA may also support partners' engagement in other activities when these are strategic to strengthen the organisation as an actor and/or a strategic input to a process for social and political change.

NPA will maintain a dialogue with partners regarding different options to gain influence and promote changes. In some situations the most suitable strategy may be to resist, protest or mobilise public opinion. In other situations it may be to campaign regionally or internationally, negotiate with local and/or national authorities, or to support governments with progressive policies. Frequently, a flexible and combined approach is most suitable.

## 4.2 Campaigning and political advocacy work

NPA has vast experience from many countries, and has close relationships with popular organisations within programme countries and other countries. Given our position in Norway this provides a good basis for campaigning and political advocacy work. With our position as a popular organization in Norway, we have a strong base for campaigns and political advocacy. Our work in grassroots organizing and people's empowerment is rooted in the fact that NPA is also a membership organization.

Democratisation and just distribution of resources is the overall political agenda in our advocacy work. NPA will develop knowledge and competence to promote this agenda and will strive to be a clear and visible advocate and alliance partner.

In Norway, NPA will:

- Further develop alliances with the labour movement concerning international issues.
- Strengthen the political engagement for NPAs international work among local NPA groups and members.
- Strengthen NPA members' competence and capacity to support and facilitate advocacy for partners' agenda in Norway.

- Develop and implement awareness raising campaigns linked to NPAs international work.
- Lobby to influence political and economic power holders.

Internationally, NPA will:

- Further develop alliances with organisations in the south and develop joint advocacy.
- Establish and improve channels for input from partners and other relevant organisations in the south to NPA's advocacy work.
- Scale up our participation in networks and our networking capacities.

NPA will develop policy analysis and documentation of issues or cases as a basis for our political advocacy work nationally as well as internationally.

NPA will seek to influence selected international processes or actors. NPA will give priority to influencing Norwegian policies and engage in political processes and discussions, focusing on:

- Foreign policy, especially policies towards countries where NPA has programmes.
- Development policies.
- Norwegian investments (enterprises, pension fund) especially in countries where NPA has programmes.

NPA supports the agendas and strategies of partners for influence in the programme countries. When relevant, NPA will also support partners' engagement with regional and/or international networks to influence development policies.

### 4.3 Response to crisis

Solidarity also encompasses the ability to respond to crisis situations. NPA recognises that humanitarian emergency situations are often caused by political or armed conflicts, or by failed policies to prevent natural disasters. NPA will take this into account when responding to crisis.

- NPA will primarily respond to an emergency in countries where we have relevant partners. However, the NPA can also fundraise on behalf of a Solidar partner.

In most cases, local response is more rapid, flexible, and able to ascertain what the urgent needs of affected populations are.

- NPA will primarily support local response, with an objective to build local civil society's capacity for emergency response.
- NPA will advocate for local participation, in planning, coordination, implementation and evaluation of the response. Any humanitarian response should involve both men and women, and take into account their differentiated needs.
- When choosing partners for any emergency response, we will focus on partners who have the potential to become actors who can influence change also after the emergency phase.
- NPA will lobby donors to fund local partners in emergency responses.

In our humanitarian response the Do No Harm principle and the IASC (Inter-Agency Standing Committee) Handbook on Gender Equality will provide the basis for our response. In situations of conflict, the response should be based on a conflict analysis. NPA will participate in relevant coordination mechanisms related to the response.

We will strive to “think outside the box” and assess what our added value can be. This can for instance pertain to advocacy, training initiatives, core funding to relevant organisations, and/or innovative projects from local civil society actors.

Many signatories to the Anti Personnel Mine Ban Treaty (APMBT) are still far from meeting their objectives under article 5 of the treaty. This is partly due to the complexity of the task of “destroying or ensuring the destruction of all anti-personnel mines in mined areas under its jurisdiction or control”, but also a reflection on how mine action has failed to address the main challenges to these objectives. Insufficient national ownership, the understanding of the usage of updated methods and tools and the inefficiencies and ineffectiveness of some of the systems and structures established are some of the reasons why there is still a lot of work ahead for NPA.

NPA acknowledges the efforts undertaken so far in Mine Action, but believes that the change initiated with regards to Land Release needs continuous follow up, quality control and assessment and evaluation to have the intended effect on efficiency, effectiveness and impact. A prime task for the Mine Action community is to develop even stronger partnerships with affected governments in order to secure ownership of, and resources to concrete article 5 activities. The growing discourse on Article 6 implementation, on International Assistance and Cooperation, will also be key to secure the most efficient and effective use of the resources that the wider mine action community receives every year.

To support the implementation of the Convention on Cluster Munitions (CCM), NPA will continue to have a strong empirical voice into all relevant issues that will surface as the new treaty is implemented. NPA will, through its representation in the CMC, work to universalize the treaty.

As stockpile destruction will continue to be a major point of concern in achieving the aims of the CCM (article 3), NPA will contribute to the development of affordable practical ways to dispose of Cluster Munitions. Furthermore, given NPA’s long term experience in survey, planning and implementation of AP mine clearance programs, a strong focus will be held on guiding all efforts seeking to map and document any country’s cluster problem in order to avoid the mistakes done during the same phase of the MBT as well as contributing to development in cluster munitions clearance methodologies, including a specific focus on Land Release for cluster affected areas. The discussion on International Cooperation and Assistance will also be important to secure that most of the affected countries will be cleared as soon as possible. NPA also wants to make sure that the implementation of the CCM is as “needs based” and minimalistic as possible. There does not seem to be a need for a range of additional measures and structures in addition to what has been established during the implementation of the APMBT.

Subsequently; the main focus areas for NPA MA are divided along four pillars:

1. Continue to maintain our role as a strong mine action operator, with programs in medium to heavily affected countries globally.
2. Establish, and develop, strong cluster munition clearance programs in the most affected countries, and be a leader in the development of good, efficient and effective methodologies and approaches
3. Continue to cooperate with other actors (notably the UNDP) under the Completion Initiative, both on the APMBT and the CCM. The impact on the treaties of less affected countries being able to declare themselves in obligation is invaluable (ref Zambia, Rwanda and Malawi, to mention a few)
4. Establish a good understanding of the emerging discourse on Armed Violence, and particularly Explosive Violence, and be a key player in the civil society movement on these issues.

## 2. Objectives

NPA has always been involved in mine action at two levels; through practical operations in the field, and in political advocacy work at global, regional and country level. Based on this, NPA has defined the following long-term and immediate objectives for mine action specifically:

Long-term objective: Mines, cluster munitions and other explosive weapons no longer expose civilians to unacceptable risk or prevent economic, social and political development.

Immediate objective: NPA remains a catalyst that ensures that all stakeholders work in a coordinated fashion for increased quality, impact and more cost efficient release of possible ERW affected land.

## 3. Strategic outputs and working methods

NPA aims at achieving the above working along three parallel, but convergent roads:

- An active international **advocacy** role
- **Operational** programmes in ERW affected countries, with focus on cost-effective land release
- **Capacity building** of and support to national authorities, as well as **stakeholder coordination** both in the countries in which NPA operates and on a global level

### Advocacy

NPA will continue to participate in relevant forum that will enhance the quality, impact and coordination of mine action and the work against the use of cluster munitions. Through outreach and other media related activities NPA will continue to raise the general awareness of the mine and cluster munitions problem. In addition NPA will continue to actively lobby politicians in donor, as well as mine/ cluster affected countries to ensure compliance with the provisions of the Treaties in terms of international cooperation and support to solve the landmine and cluster munitions problem.

The advocacy work of NPA consists of:

- Working with civil society and partner organisations in mine affected, as well as non-affected, countries supporting the total implementation and universalization of the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-personnel Mines and on their Destruction
- Working with civil society and partner organisations in cluster munitions affected, as well as non-affected, countries supporting the total implementation and universalization of the Convention on Cluster Munitions (CCM)
- Increasing awareness of the treaties' obligations
- Increasing awareness of the impact of mines, cluster munitions and other UXO
- Working with fundraising for mine action and cluster

### Operational programmes

NPA can undertake relevant operational activities in any country where there is a need and will for our contribution. NPA will strive to choose the most appropriate approach in relation to the country-specific conditions. In addition to traditional survey and clearance programs, NPA also runs programs on Stockpile destruction (SD) and is working to develop programs under the general Armed Violence agenda, and

specifically on Explosive Violence/ Weapons. There are several different roles NPA can play<sup>1</sup>, and the role we choose will obviously depend on the country's own needs assessment. Once chosen, the role will clearly define the range of activities we should consider implementing to reach our Objectives; this **activity framework** will assist us in improving on the Key Concepts of NPA's work, namely *Relevance, Efficiency, Quality and Impact*.

The toolbox of NPA is continuously improved and updated, especially through the internal NPA Monitoring concept, but the focus of all our work is cost-effective **land release**:

- Planning
- Non-technical and technical survey
- Targeted clearance
- Quality Management (Monitoring, quality control and quality assurance)
- Evaluation

Continuous information gathering and analysis takes place throughout the process.

#### **Capacity building and coordination**

In all countries NPA seeks to support national authorities to take on the responsibility to solve the ERW problem on their own. Subsequently, NPA relates to national authorities in a constructive way, with focus on capacity building of personnel, developing methodologies and systems.

NPA will also assist other levels of authority (regional, provincial, local), civil society and communities relate to the ERW problem in a viable manner. We also seek to influence other operators, donors and all stakeholders in a coordinated manner. Mine action in an uncoordinated environment will not achieve the desired *Relevance, Efficiency, Quality and Impact*.

The capacity building and coordination approach of NPA is:

- Appraisal of partners needs (in close cooperation)
- Plan for support
- Technical Assistance
- Capacity building
- Development of methodologies
- Development of systems

## **4. Key concepts**

The key concepts of NPA should assist in both clarifying good processes, and measuring production (quality and quantity) and success. Each of the key concepts comes with some suggestions for either Outputs (clusters of activities) or indicators (for Impact).

Although all the terms below are standard OECD-DAC criteria, the NPA MAD definitions may vary somewhat in their interpretive understanding. Quality is not an OECD-DAC term, but for NPA it is the overall concept by which we understand and practically use all the other concepts.

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<sup>1</sup> Discussed on page 4 (Section 5) of this document

## Quality

All NPA work; technical, managerial, administrative and analytical shall be undertaken in a professional manner. All processes and activities that are regulated by international/national mine action standards will be done in accordance with these standards. Management and administration of each programme should also be conducted according to the provisions given in the NPA HO Quality Management System.

When we say *quality* we refer to the level of performance in our work. Some key output/ indicator suggestions:

- Minimised incidents/accidents during operations
- QM systems in place for survey, risk analysis and clearance
- QM systems in place for administrative management or control of the activities of the operations (ethical guidelines)
- Updated Standard Operating Procedure's (SOP) known and in use
- Competent staff with clearly defined job descriptions
- Training and re-training plans developed
- Plans, with analysed connections between activities and objectives, developed and used by all
- Strategies, with a clearly defined "end state" developed and used per country/ region
- Plans include cross-cutting issues such as gender and hiv-aids

## Relevance<sup>2</sup>

For NPA to be able to develop a mine action programme with relevance, a thorough understanding of the national ERW problem and its end-state must be sought. NPA can make a relevant and useful contribution when fitting in to a larger plan; to accept the relevant role we must know both our own and the national country's capacities and capabilities.

**A desired/expected end state of a NPA intervention is not always (or even usually) a mine-free state, but could also be a state where national authorities are themselves ready and willing to take over the responsibility for the residual problem.**

In any case the NPA intervention must be based on a structured appraisal/ pre-assessment, with as much participation as possible of stakeholders. The assessment should include social, economical and political costs and benefits.

Some key output suggestions:

- Appraisal/ pre-assessment conducted and approach suggested
- Strategy/ plan developed (including NPA exit strategy)
- Survey conducted<sup>3</sup>
- Clearance plan developed<sup>4</sup>
- Advocacy plan developed
- Capacity building plan developed

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<sup>2</sup> The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor (OECD-DAC)

<sup>3</sup> A precondition for the development of a realistic exit strategy (with timeline) is based on a total/complete understanding of the mine problem. To get this understanding a national survey is required. NPA will promote/support or participate in a national survey to provide all key stakeholders with information to develop national strategies. NPA will recommend the use of a survey that combines the collection of impact data with mine technical data

**4 A Clearance plan should include realistic polygons (size), the socio-economic impact, the political impact (APMBT/ Cluster Convention), recommended tools used to clear the area and an estimated time required to clear the area.**

## Efficiency<sup>5</sup>

Humanitarian mine action should also be subject to efficiency standards; once we have defined NPA's quality standards, we need to always consider the resource usage versus production. NPA will continue to develop the toolbox-concept and organisational structure so that a good product can be delivered at a reasonable price. The increased use of planning systems and budgeting down to activity level, will help secure a focus on resource usage and production<sup>6</sup>. Some key output suggestions:

- Systems for measuring productivity and cost-efficiency used
- Activity plans with responsibilities in place and used
- Activity plans linked to detailed budget and timeframe in place and used
- System for operational resource planning used

## Impact<sup>7</sup>

When we say *impact* we refer to the potential for positive change in terms of set goals and objectives that our activities have on a set target group; the desired effect should be stated in the objectives of the programme or project and can relate to all levels, from national authorities to vulnerable groups at grassroots level.

Several tools for ensuring long term impact are in use within NPA already, amongst them the *Impact Assessment* (formerly TIA) which helps quality assuring priorities, operational cost effectiveness and impact of the chosen activity sets.

NPA believes we should measure impact at two different levels, namely the IDO and the LTO. It is important to remember, though, that the indicators should measure whether the Objectives are being reached successfully and should not be independent variables.

Some key indicator suggestions for Long Term Objective:

- No ERW accidents
- Social development
- Usage of previously affected land
- Economic development
- Political credibility

Some key indicator suggestions for Immediate Objective:

- All suspected hazardous areas are known by the local community as well as the authorities
- All suspected hazardous areas are recorded in a relevant database
- Clearance plans produced
- The local communities have the required knowledge to live with/ reduce the impact of the ERW
- A national mine action entity exists that is capable of handling a mine-, cluster- and/ or UXO-problem (residual or new)

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<sup>5</sup> Efficiency measures the outputs -- qualitative and quantitative -- in relation to the inputs. It is an economic term which signifies that the aid uses the least costly resources possible in order to achieve the desired results (OECD-DAC)

<sup>6</sup> NPA have a number of good practices in this area in 2007, amongst them in Croatia. For examples of good practices and tools developed contact Mine Action Department in Oslo.

<sup>7</sup> The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators (OECD-DAC)

- Mine action actors and stakeholders are more coordinated
- Mine action included in national development plans (PRSP's etc)
- National authorities have signed and ratified the APMBT and the Cluster munitions Convention
- National authorities have met their obligations to the APMBT and the CCM

## 5. Roles

We can define all NPA work around the globe into three broad categories: *Implementer*, *Advisor* or *Partner*. These roles will, once chosen, define a framework for the activities we will proceed to implement. Together with an analysis of the country relevant aspects it will lay the foundations for a program where the Key concepts can be planned, monitored and quality assured. But, these roles often overlap one another and there are a number of obvious interfaces we have to relate to. So, in very few countries will we have defined one role only, but rather a conscious mix of the roles described below, perhaps as an *Implementing partner*.

- *Implementer*; where we enter the country as an operator. We are there to conduct some sort of activities related to the Mine action bullet point in Section 3 (3.2).
- *Advisor*; where we normally second technical/ professional personnel to national authorities or other relevant organisations with a clearly defined mandate and activities related to the Capacity building bullet point in Section 3 (3.3).
- *Partner*; where we enter the country as a genuine co-operator in the fight against landmines and/ or cluster munitions. This role often includes activities from all the bullet points in Section 3 (3.1-3.3).

## 6. Cross cutting issues

Cross cutting elements is important to include in NPA proposals and plans as it in many ways characterise NPA (strengthen our trademark) and reflects our background as a development organisation (not only mine action). Cross-cutting issues, or programmatically mainstreaming of the issues, are notoriously difficult to plan for and measure and NPA sees Chapter 6 as a process chapter where good examples (best practices) from the field will be included as work progresses.

The following is a minimum in regards to the 3 most important cross cutting issues;

- Gender (1325)
- Hiv-Aids
- Environment

### Gender and UNSCR 1325

NPA as an organisation places great effort in terms of gender mainstreaming and the Mine Action Programmes are no exception. The Beijing platform of 1995 and more recently the Norwegian MFA strategic document: "Action Plan for Women's' Rights and Gender Equality in Development Cooperation 2007 – 2009" has raised awareness on this issue. NPA will have a continued focus on competences and strategies to implement the UN Security Council Resolution 1325 (2000), and a narrative on how the

programme activities contribute to this implementation will be included in annual plans and reports.

NPA Mine Action works actively to recruit women into different positions throughout the programme structure within all our programmes and we had/have complete operational teams consisting of women in countries such as: Kosovo, Mozambique, Sri Lanka, Lebanon and Jordan. In our currently largest mine action programme, Sudan, 27% of the staff is female. This is in accordance with the SPLM target of 25% across the employment spectrum.

In terms of goals and objectives, the above is put in concrete terms in the following;

Immediate Objective:

NPA Mine action programs are positively influencing the gender balance and gender relations in its own programmes and in the areas where NPA operates.

Indicators:

1. All NPA MA programs (where practically applicable) have 20% female employees by end 2014
2. All NPA MA programs (where practically and culturally applicable) have at least the equivalent of one female team operational by 2014
3. NPA programs do not increase gender disparities in the areas in which we work
4. All NPA programs have a gender sensitisation component by 2014
5. All NPA MA programs include gender issues in the information gathering and analysis phases, and women, girls, boys and men are consulted and heard in assessment, decision making, monitoring and evaluation processes.

#### HIV/AIDS

HIV/AIDS prevention is in part linked to NPA's work on gender. NPA recognises that deminers, due to their regular mobility, are at high risk and NPA has included 'HIV/AIDS and gender' training for its employees as a standard part of the introductory courses. NPA hopes to continue and extend the witnessed change in behaviour through a peer education. The Institutional NPA HIV/AIDS Workplace Policy provides the framework for support to staff who are HIV positive and free testing for all staff is available. NPA is committed to maintaining a safe, healthy and non-discriminatory work environment for all employees and does not tolerate discrimination on any grounds, including HIV status, suspected or real.

Indicators:

1. NPA community liaison include (where relevant and applicable) a component on HIV/ AIDS awareness
2. NPA MA programs do not increase the local communities vulnerability and receptiveness to HIV/ AIDS

#### Environment

Environmental degradation resulting from mine action activities is an issue NPA takes seriously. Our main objective on this issue is to "do no harm", i.e. not exposing the environment to more damaging technology than absolutely necessary and where possible and applicable reducing the damaging effects by additional

actions. In general NPA always uses the most appropriate and environmental friendly technology possible to release and/ or clear affected land.

Indicators:

1. NPA MA programs do not impact negatively on the environment
2. NPA MA programs conduct a basic environmental analysis before applying appropriate technologies
3. NPA MA programs returns previously affected land (where appropriate and applicable) to its original state before handing over to the local communities