

STRATEGY 2019–2022

1 Context

Conventional ammunition poses a dual risk of accidental explosions and diversion from state stockpiles. These events can be devastating to the local community, the economy and the broader society. Safe and secure ammunition management reduces the probability and impact of explosions and diversion and prevents the likelihood of future incidents from occurring. In so doing, ammunition management contributes to enhancing stability, development and good governance.

Many states lack adequate strategies, standards, procedures and resources effectively to manage their ammunition, increasing the probability of accidental explosions and the risk of diversion. In these national contexts, the international community can support national ammunition management capacity-development efforts.

Owing to several factors, however, international assistance in this domain continues to be *ad hoc* and scattered. There is lack of coordination among donors and implementing agencies; a tendency to focus on short term engagements; and no overarching, multilateral framework that addresses international cooperation and assistance in the area of ammunition management. The need appears manifest for a dedicated mechanism to facilitate the coordination, complementarity and coherence of international assistance in conventional ammunition management.

2 Background

In this context, in 2017, the Geneva International Center for Humanitarian Demining (GICHD) and the United Nations Office for Disarmament Affairs (UNODA) formalised through the signature of an MoU, their cooperation in support of states in the management of conventional ammunition. Subsequently, UNODA and the GICHD established the Ammunition Management Advisory Team (AMAT) as a shared initiative.

AMAT is a response to the urgent need for practical, authoritative and sustainable technical support to states in the safe, secure and effective management of ammunition in accordance with the International Ammunition Technical Guidelines (IATG).

3 Mission

AMAT supports GICHD's broader efforts to reduce risks to communities stemming from explosive ordnance by tackling two specific aspects, namely reducing the risk of accidental explosions at munition sites and diversion of ammunition. More specifically, AMAT's work operationalises Outcome 7 of the [GICHD Strategy 2019-2022](#), which calls for ammunition to be managed by states according to good practice. AMAT also facilitates the implementation of the United Nations Secretary General's [Agenda for Disarmament](#) in its call for "disarmament that saves lives", in particular Action 22 of the Agenda, and the 2030 Agenda for Sustainable Development, particularly SDG 16 dedicated to peaceful, just and inclusive societies..

GICHD enables its partners to reduce risks to communities from explosive ordnance

- AMAT facilitates the global reduction of the risk of accidental explosions and illicit diversion, ensuring safer communities and more stable States and societies.

GICHD Outcome 7: Ammunition is managed by States according to good practice

- AMAT works to strengthen the capacities of States to improve the safety and security of ammunition stockpiles (in line with the IATG).

AMAT's mission statement is "to strengthen the capacities of states to improve the safety and security of ammunition stockpiles (in line with the IATG), thus contributing to the global reduction of the risk of accidental explosions and illicit diversion, ensuring safer communities and more stable states and societies."

4 Objectives

AMAT works with its partners to fulfil three objectives, namely:

- A. Increased awareness of good practice (through promotion of norms, policies and standards)
- B. Strengthened national capacities (through provision of technical advice and services, in line with the IATG)
- C. More effective and sustainable international cooperation and assistance (through matching needs, resources and expertise as well as through support to the UN SaferGuard Programme)

Success in achieving these objectives is determined through direct (i.e. AMAT output) or indirect (i.e. AMAT partner's output) engagement with a state and results accomplished therein. The GICHD's Results Based Management (RBM) system's immediate outcome indicators are used to monitor progress and results.

Reference is made to Monitoring Progress through RBM (page 4) and Theory of Change (Annex A).

5 Lines of service

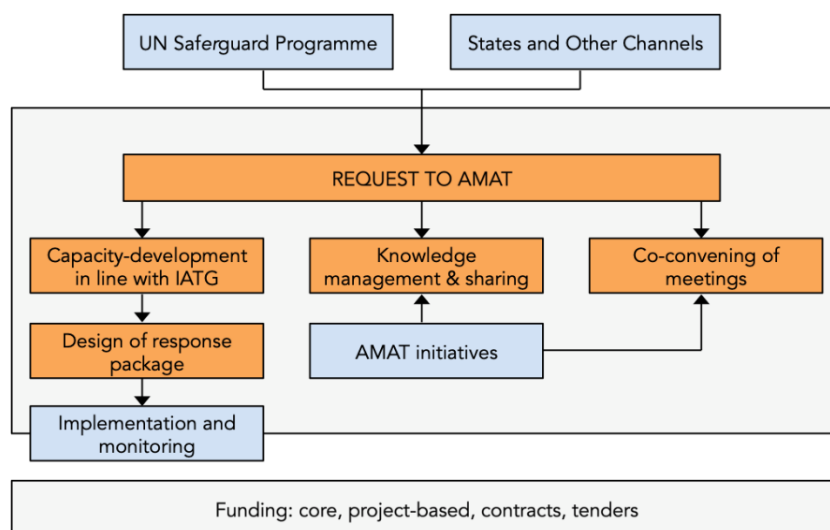
In line with the manner in which the GICHD fulfills its role, AMAT provides outputs under four, mutually reinforcing lines of service to achieve the above-described objectives. These are:

- I. Promoting knowledge (concepts, methods and tools)**
AMAT promotes knowledge by developing concepts, methods and tools for assessing and improving the safety, security and sustainability of ammunition management policies and practices. It also promotes knowledge to help increase the coordination, complementarity and coherence of international assistance by mapping ammunition management-related capabilities and needs of states and partners. Finally, it works to raise awareness of good practices, norms and standards for ammunition management through participation at relevant multi-lateral meetings and events.
- II. Supporting the codification of knowledge into norms, policies and standards**
AMAT supports the development of guidelines and frameworks for ammunition management, including in its capacity as the strategic partner of the UN SaferGuard Programme and ex-officio member of the IATG Technical Review Board.
- III. Disseminating knowledge into national and regional programmes**
AMAT provides technical advice and services (e.g. assessments, training, workshops) to states in line with the IATG. In so doing, AMAT provides tailored support (based on specific needs and priorities) to ensure sustainable capacity development and promote national ownership. In particular, AMAT works with states to develop national strategies, standards and action plans for ammunition management, in line with the IATG and other relevant international instruments.
- IV. Facilitating dialogue and cooperation**
AMAT facilitates the exchange of good practice on ammunition management through the convening of ammunition management-related events (meetings, workshops and conferences) at the international and regional levels (including through support to UN SaferGuard Programme and other partners). AMAT further nurtures the development of a "community of practice" through the provision of tailored platforms for dialogue, technical discussions and exchange in ammunition management.

6 Modus operandi

AMAT is part of the GICHD and operates in a strategic partnership with the UN SaferGuard Programme. AMAT receives advice from its Advisory Council which comprises states, UN agencies, regional organisations and field implementing partners active in ammunition management.

AMAT responds to assistance requests from states as well as service requests from the UN SaferGuard Programme and partners, with due consideration to available resources, organisation of work (annual work plans) and assessment of risks involved. Beyond its own staff capacity, AMAT manages the UN SaferGuard roster of experts and welcomes seconded personnel from states to expand its capacity to accommodate requests for assistance and services in a more effective and comprehensive manner. The order of turning a request to a set of responses is illustrated in below process map:



7 Milestones

This document lists milestones in support of AMAT's objectives. The milestones serve to recall the longer-term activities planned for the strategy period hence informing AMAT's annual work plans and the specific targets, outputs and activities therein. The list below represents milestones to be reached until 2022. It is not intended to be exhaustive.

2019 milestones

- AMAT organisation fully staffed and operational
- AMAT strategy and availability of services communicated to ammunition management community
- Relationships formalised with key partners and stakeholders
- Ammunition Management Activity Platform (AMAP) established
- Regional UN SaferGuard validation process conducted
- Assistance provided to the UN SaferGuard Programme in further developing the IATG
- Regional and sub-regional organisations assisted in IATG-related topics
- UN SaferGuard quick-response mechanism operationalised through expert deployment
- AMAT funding secured to 2020 at the same level of 2019
- Weapons and Ammunition Management training for UN DDR contexts delivered

2020 milestones

- Technical advice provided to states in collaboration with partner(s)
- Two regional UN SaferGuard validation processes conducted
- AMAP global activity analysis conducted and disseminated to partners and relevant stakeholders
- Assistance provided to states developing national strategies, action plans and/or standards
- IATG comprehensive training programme developed
- Assessment methodology of national ammunition management capacities, strategies, standards and procedures developed
- Assistance provided to the UN SaferGuard Programme in further developing the IATG and its implementation support toolkit
- Technical advice offered to UN secretariat to the Group of Governmental Experts (GGE) on "Problems arising from the accumulation of conventional ammunition stockpiles in surplus" pursuant to General Assembly resolution 72/55
- Assistance provided to partners strengthening ammunition management relevant policies and practices
- Support in programme management/coordination provided to one donor state or regional organisation
- Experts deployed from the UN SaferGuard roster to IATG-related mission(s)
- AMAT funding for 2021 increased 25% from 2020 budget

2021 milestones

- Technical advice provided to states in collaboration with partner(s)
- Assistance provided to states developing a national strategy, action plan and/or standards
- AMAP global activity analysis conducted and disseminated to partners and relevant stakeholders
- IATG comprehensive training programme piloted

- Assessment methodology of national ammunition management capacities, strategies, standards and procedures piloted
- Assistance provided to partners strengthening ammunition management relevant policies and practices
- Support in programme management/coordination provided to one donor state or regional organisation
- Experts deployed from the UN SaferGuard roster to IATG-related mission(s)
- IATG version 3 translated into UN languages and disseminated
- AMAT funding for 2022 increased 25% from 2021

2022 milestones

- Technical advice provided to states in collaboration with partner(s)
- Assistance provided to states developing a national strategy, action plan and/or standards
- AMAP global activity analysis conducted and disseminated to partners and relevant stakeholders
- IATG comprehensive training programme rolled out
- Assessment methodology of national ammunition management capacities, strategies, standards and procedures rolled out
- Assistance provided to partners strengthening ammunition management relevant policies and practices
- Support in programme management/coordination provided to one donor state or regional organisation
- Experts deployed from the UN SaferGuard roster to IATG-related mission(s)
- AMAT funding secured at the level of 2022 for the next strategy period

8 Monitoring Progress through Results Based Management

To measure progress AMAT implements GICHD's Results Based Management (RBM) system and relies on its monitoring framework with targets and indicators. Progress towards the objectives A, B and C is monitored using the RBM framework's Immediate Outcome Indicators (IOIs). AMAT assists states and organisations directly or indirectly through partnering arrangements. In measuring progress using the IOIs, results stemming from the relevant services provided by AMAT and its partners are considered. The IOIs are:

- Number of states/other partners that recognise AMAT as the global mechanism for technical assistance on safe and secure management of ammunition (SSMA).
- Number of states/other partners where safe and secure management of ammunition (SSMA) baseline assessment is completed.
- Number of states/other partners assisted to improve the safe and secure management of ammunition (SSMA) based on good practice.
- Number of states/other partners that have made ammunition stocks safer and more secure in line with good practice in the international Ammunition Technical Guidelines (IATG).
- Number of IATG training courses conducted and/or number of IATG seminars to which AMAT has contributed.
- Number of ammunition experts validated by the United Nations (UN) SaferGuard Programme and/or are ready for deployment, disaggregated by gender.
- Number of publications and/or tools on ammunition management developed and/or delivered.

As such the RBM framework monitors AMAT's progress at levels of states, organisations and individuals. The quantitative targets for above IOIs have been developed for the strategy period, including a baseline to progress from.

9 Communication

AMAT aims to be recognised as a professional, reliable and impartial global technical assistance mechanism to states in matters pertinent to ammunition management. Communication by AMAT is part of the overall GICHD's communication efforts and is primarily conducted through direct liaison with national authorities, donor agencies and international and regional organisations as well as through the communication efforts by the UN SaferGuard Programme and the AMAT Advisory Council members.

AMAT participates actively in relevant multilateral and regional events and utilises a website and other online and printed communications to disseminate key messages on the challenges of explosions and diversion, and availability of its services to respond to these challenges. Beyond information exchange with states and organisations, as well as participation in relevant events, AMAT's communication outreach is extended via Ammunition Management Activity Platform (AMAP), a global repository and analysis of conventional ammunition projects. Disseminating AMAP to states will assist in communicating risks associated with ammunition and the availability of AMAT's services.

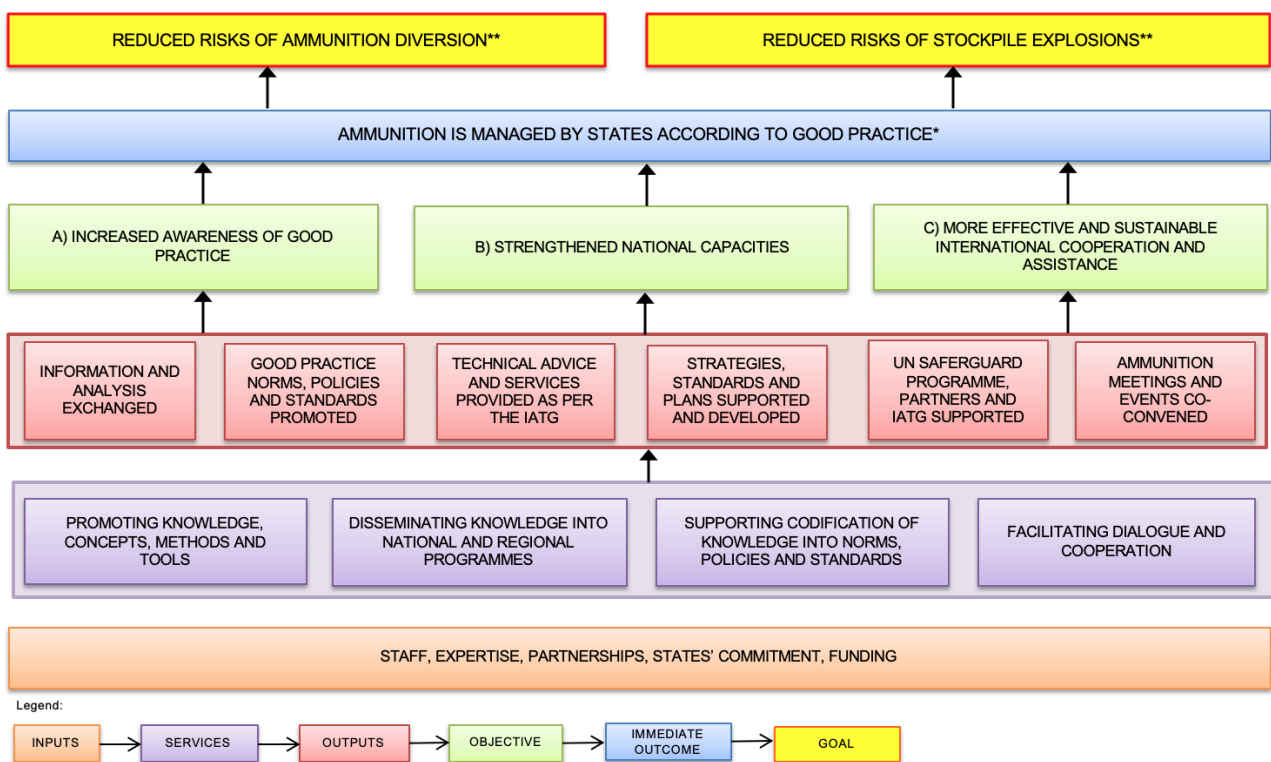
10 Resources

To perform its work, AMAT requires resources: staff, funding and administrative and logistics support. Part of the GICHD, AMAT benefits from the GICHD's frame in terms of communications, policy, grant management and fundraising, office facilities and equipment, organisation of Geneva-based events, gender and diversity programming, and RBM.

At year one, AMAT had seven staff members: the head, two technical advisors, two programme managers, a programme officer and a junior officer. At year two, the GICHD intends to strengthen AMAT with a third technical advisor and an information analyst. Additional external human resources are also welcome: interested states are encouraged to second specialist staff to strengthen AMAT.

AMAT in-house staff and core activities were fully funded in 2019 with contributions from the governments of Germany and Switzerland, and through project funding secured in coordination with UNODA.

Annex A AMAT Theory of Change



* GICHD 2019-2022 strategy's immediate outcome No. 7

** Reduced risks of ammunition diversion and stockpile explosions directly contribute to the GICHD's strategic objective "Communities are protected from explosive harm" and the strategy's intermediate outcome "Risks from explosive ordnance are reduced through greater clarity on the extent of explosive hazards, more efficient hazard removal, and enhanced resilience to these hazards."