



# The Impact of COVID-19 on Mine Action



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Group**



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# Agenda

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KEY MESSAGES

# Impact of Covid-19 on Mine Action:

## Why Mine Action Needs to Continue During the Pandemic?

- ❖ **Impact of pandemic on mine-affected communities. More work required, but initial indications suggest contamination exacerbates risk:**
  - Fear of spreading the virus accelerating IDP camp closures, forcing returns to contaminated areas.
  - Migrant labour forced to return home due to lockdowns, transiting through contaminated areas.
  - Loss of livelihoods due to economic impact of the pandemic leading people to cultivate contaminated land.
- ❖ Covid-19 impact on mine action differs depending on the national context and activities. Overall, **the sector was able to adapt quickly and continue to deliver results.**
- ❖ Mine action is **essential to a triple nexus approach:**

- Saves lives and protects civilians;
- Facilitates safe humanitarian access;

- Enables safe returns, rebuilding and access to essential services;
- Contributes to peace processes;

- Facilitates long term development through safe access to land.
- Contributes to capacity building towards national/local ownership (localization)

- Given its enabling role, supporting mine action is not just the right thing to do, but an essential prerequisite for sustainable peace and development in conflict-affected communities. The pandemic does not change that; it only adds urgency to implementation of mine action activities.



# The Impact of Covid-19 on Mine Action:

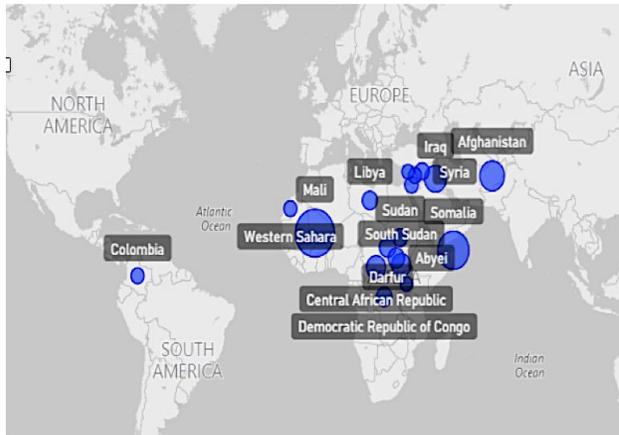
## Operational considerations

	Immediate consequences in 2020	Long-term impact and concerns	Recommendation to MASG
<b>Funding</b>	Many donors continued to support throughout the pandemic, but a number of them reallocated funds → impact on operations.	Long term economic consequences of the pandemic (aid cuts, diversion of aid to deal with pandemic).	<b>Continued commitment to mine action by donor governments</b> in light of potential cuts to aid budgets.
<b>Budgeting</b>	Less travel, changes in spending patterns due to restrictions → underspends	Reallocations and realignments permitted. Consider potential disruptions in future budgeting.	Continued <b>donor flexibility</b> regarding budget realignments, project adjustments and achievement of outputs.
<b>Operations delivery</b>	Social distancing, hygiene requirements, limits on gatherings → SOPs for Covid-safe operations.	Changes of operational areas/ deployment model and/or loss of operational days due to restrictions → underachievement of outputs in some cases.	Anticipating that disruptions will continue, <b>sustained donor support</b> throughout lockdowns will be essential to retain trained capacity and resume swiftly when restrictions are lifted.
<b>Ways of working</b>	Remote working → immediate impact on staff wellbeing.	Need to adapt ways of working, considering staff wellbeing while acknowledging benefits of agile work environments.	<b>Further work will be required to define the best ways of working</b> as a partial return to the office is expected.



## Flexibility for Impact and Cost Effectiveness: Managing Effects of COVID-19 on Mine-Action activities

- **Early engagement with sector partners** (Mar 2020) recognising the need for **flexibility** amongst key stakeholders, donors in particular;
- **Manage change and effects consistently;**
- **Maintain** mine action operations in an **efficient and cost-effective manner;**
- **Avoid outright terminations and loss of capacity** that would ultimately cost more to stand up later;
- **Amend/adjust** - de-scope, stand-down, suspend and where necessary - terminate.



### UNOPS Peace and Security Cluster

- **Project management** - 18 UNMAS field programmes
- **100 contracts/grants**, representing **\$200m of mine-action activities**

## Flexibility for Impact and Cost Effectiveness: UNOPS portfolio level policies

### April 2021: Policy on options for contracts and grants in response to COVID-19

- Managing suspension, amendments to facilitate operational changes, stand down, termination or status quo;

### May 2021: Policy on managing stand-down / suspension of contracts and grants

- Determine timeline, monitoring, and budgetary implications for stand down or suspension
- Requires a cost/benefit analysis to validate choice for approval by UNOPS delegated authority

**UNOPS**  
PSC INTERNAL GUIDE ON POSSIBLE COURSES OF ACTION FOR CONTRACTS AND GRANTS IN RESPONSE TO COVID-19

This guide has been developed to facilitate an assessment of the best course of action for contracts and grants impacted by the COVID-19 pandemic. Note that local context and specific contract conditions are to be considered. PSC NY may contact IPAS Legal for advice on a specific case if needed. The relevant PSC Portfolio Manager must ensure that UNOPS HQ is regularly briefed about discussions with IPAs (contractors and grantees) and explicit approvals from UNMAS HQ are obtained as required by the chosen course of action (i.e. in cases where there are additional costs involved, issues on funding availability or extended timelines, etc.)

**A. Relevant References:**

- PSC Cost/Benefit Analysis Form for Proposed Course of Action
- PSC Instruction on Initiating Stand Down/Suspension of Contracts and Grants in Response to COVID-19
- PSC Guidance Note on Assessing the Impact of Contractor/Grantee Activities
- Corporate Legal Guidance on COVID-19
- PSC COVID-19 Specific Templates
- Corporate Legal Templates
- General Conditions of Contract for Services
- General Conditions for Grant Support Agreements
- Webinar on Legal Implications of COVID-19 (Presentation)
- Webinar on the Global Task Force for COVID-19 Procurement (Presentation)
- UNOPS Contract Management Guidance for Works
- UNOPS Global Covid-19 Task Force Page

**B. Key Considerations:**

- Projections/assumptions as to how long the situation may last, (i.e. 3 months, 6 months)
- Changes to operating capacity planned in short, medium, long term that may affect decision on any particular contracting partner
- Changes to the programme strategy that may influence current and future activities
- Budget availability & donor flexibility
- Feasibility of effecting changes on short notice
- Financial impact to Contractors & Grantees
- Effects on Contractors' & Grantees' personnel
- Ability of IP to retain personnel
- Conduct due diligence during this phase to ensure that Force Majeure is actually applicable, and ensure that a Contractor is not taking advantage of the COVID-19 pandemic to justify non-performance within its control.

**UNOPS**  
PSC Cost/Benefit Analysis Form for Proposed Course of Action

**I. BACKGROUND INFORMATION**

Programme Country and FA Number:	
Contract/GSA Title:	
Name of Contractor/Grantee:	
Current Award and Agreement Values:	Award Value: Contract Price/GSA Amount:
Contract/GSA Start and End Dates:	Start Date: End Date:
Proposed Course of Action:	<input type="checkbox"/> Termination under Force Majeure <input type="checkbox"/> Suspension/Stand Down & Amendment to Pushback Timelines <input type="checkbox"/> Extension by one (1) month with no change in in the originally agreed scope and deliverables/activities <input type="checkbox"/> Extension by one (1) month incorporating remote deliverables/activities <input type="checkbox"/> Extension by one (1) month with Minor Revisions of Deliverables/Activities within the scope of the SOW/TOR <input type="checkbox"/> Extension by one (1) month with Material Deviation from original Contract/GSA objective (may require EAC or CPC Review) <input type="checkbox"/> Exceptional extension of more than one (1) month <input type="checkbox"/> Resumption of Contract/GSA at Full Capacity <input type="checkbox"/> Resumption of Contract/GSA at Reduced Capacity <input type="checkbox"/> Amendment to Facilitate Operational Change in Scope <input type="checkbox"/> Fully Operational/Commence Contract/GSA as per Original Plan <input type="checkbox"/> Other:
Cost of Proposed Course of Action is within the Approved Award including Contingency?	<input type="checkbox"/> Yes <input type="checkbox"/> No

**C. Possible Courses of Action for Contracts**

In assessing the implications of COVID-19 in respect of all Contract caught in an operational 'limbo', PSC shall take a proactive & gathering all the relevant details to make an informed decision. Under these circumstances, PSC shall resist to Grant and not a unilateral decision.

Course of Action	Formal Process
Option 1: Termination under Force Majeure	1. Field Program collaboration with IP Initial discussion and other stake

**UNOPS**  
PSC INSTRUCTION ON INITIATING AND MANAGING STAND DOWN/ SUSPENSION OF CONTRACTS AND GRANTS IN RESPONSE TO COVID-19

**I. PURPOSE**

Noting that each agreement is to be reviewed based on its own specific context, terms, and conditions, the purpose of this document is to provide instructions and set key guiding principles to be considered in determining the timeline, monitoring, and budgetary implications for the Stand Down or Suspension of Contracts and Grant Support Agreements, which is one of the options outlined in the PSC Internal Guide on Possible Courses of Action for Contracts and Grants in Response to COVID-19. Any deviation from the below instructions must be appropriately captured in the Cost Benefit Analysis, endorsed by the Programme Manager and approved by the relevant DCA holder.

**Underlying Principles: Procurement Contracts vs. Grant Support**

The differing approaches to (a) Stand Down/Suspension Periods, (b) Scope and Deliverables, (c) Monitoring Mechanisms, and (d) Budgetary Implications identified between Contracts and Grants below are reflective of the fundamental underlying principles that distinguish the Procurement Contract modality from the Grant Support modality, namely:

- The principal purpose of Procurement is the acquisition of property, plant and/or equipment, goods, works, or services through purchase, hire, lease, rental or exchange from any source other than the UN System. As such, best value for money is one of the key principles under the procurement modality. The principal purpose of Grant Support, on the other hand, is to engage, support and stimulate NGOs in the completion of activities toward an objective benefiting the public.
- Payments are made to Grantees to assist in financing a formally agreed objective, rather than payments to Contractors which are based on specific delivery of goods/services/works.
- Procurement Contracts are profit-generating whereas Grant Support is not-for-profit, warranting closer and more frequent monitoring for Contracts, and more flexibility for Grant Support Agreements in the spirit of partnership and national capacity enhancement/sustainability.

**COURSE OF ACTION**

If Down or Suspension, Please tailor this section to capture your proposed

Costs	Revised Amount During Suspension Period (USD)
Based on Original Contract/	50,000
	2,000

**II. CONTRACTS AND GRANT SUPPORT AGREEMENTS**

**A. Stand Down/Suspension Period**

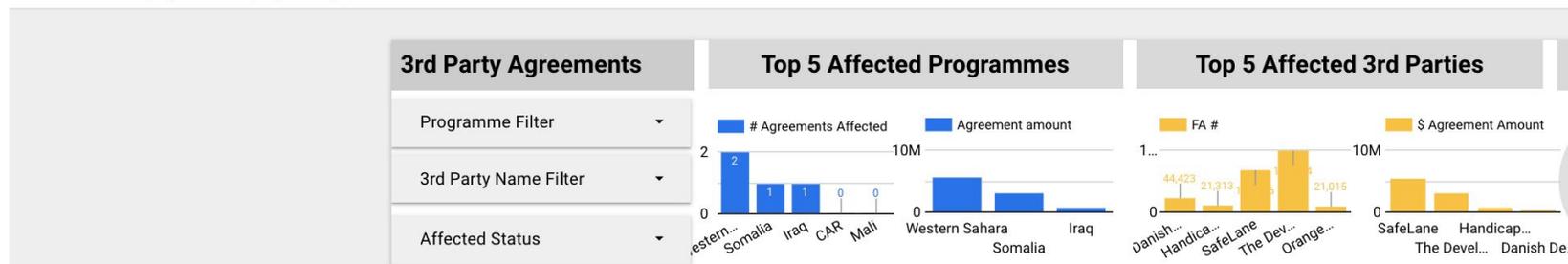
Initial one (1) month Stand Down/Suspension Period is introduced by using the applicable Amendment Templates, to be reviewed as per the below Monitoring Mechanisms. During the initial Stand Down/Suspension Period, and no later than seven (7) calendar days prior to the expiration of the Stand Down/Suspension Period, the Parties must have mutually agreed on any adjustments to the contractual/grant relationship going forward.

**B. Scope and Deliverables**

During the course of the initial Stand Down/Suspension Period, agree on specific deliverables/activities that can be submitted/conducted by the Contractor or Grantee during the Stand Down/Suspension Period as per below:

## Flexibility for Impact and Cost Effectiveness: Results

PSC-UNMAS Portfolio COVID-19 Dashboard  
 < 3rd Party Agreements (Page 3 of 4) >



- **22% of contracts/grants (22) - changes to scope of work**
  - Shifted risk education to radio/quizzes from face-to-face (Mali)
  - Reduced EORE teams by 50% (Afghanistan)
  - Extended contract duration to produce comic books (Iraq)
- **5% of contracts (5) - stand-down**
  - 3 contracts suspended until contract expiry to retain staff (South Sudan)
- **8% of contracts/grants (8) - temporary suspension**
  - 6-month suspension (Sudan)
  - 1.5-month suspension (Afghanistan)

3rd Party Agreements		Top 5 Affected Programmes		Top 5 Affected 3rd Parties		Status Breakdown	
Programme Filter		# Agreements Affected	Agreement amount	FA #	\$ Agreement Amount		
3rd Party Name Filter							
Affected Status							
Programme	Third Party Name	Budget owner	Start date	End date	Affected Status	COVID-19 Comments	Agreement amount
-	-	-	-	-	-	For now, this bound to change (Mali has just got a new contract but this cases were confirmed earlier this week)	-
Abyei	Global Aid Hand (GAH)	Bjorn AF Ekenstam	Mar 12, 2018	Jun 30, 2018	-	-	\$99,843
Abyei	MECHEM	Bjorn AF Ekenstam	Sep 1, 2015	Jun 30, 2017	-	-	\$13,987,228
Abyei	Synapse MineTech Limited (SML)	Bjorn AF Ekenstam	May 26, 2015	Jun 30, 2017	-	-	\$9,766,821
Abyei	The Development Initiative (TDI)	Jennifer Isamat	May 1, 2017	Jul 31, 2020	-	Contractors remain operational for the time being	\$13,988,505
Abyei	South Sudan Integrated Mine Action Service (SSIAS)	Bjorn AF Ekenstam	Dec 1, 2016	Jul 31, 2017	-	-	\$100,000
Abyei	MECHEM	Bjorn AF Ekenstam	Jun 29, 2018	Jun 30, 2019	-	-	\$691,816
Abyei	The Development Initiative (TDI)	Bjorn AF Ekenstam	Sep 16, 2015	Jun 30, 2017	-	-	\$13,881,353
Abyei	The Development Initiative (TDI)	Jennifer Isamat	Sep 1, 2017	Jul 31, 2020	Fully Operational	Contractors remain operational for the time being	\$9,711,074
Abyei	The Development Initiative (TDI)	Jennifer Isamat	Jun 1, 2020	Jun 30, 2023	Fully Operational	N/A	\$20,346,566
Alghanistan	The HALO Trust (HT)	Ines Tlemsani	Jun 1, 2014	Mar 31, 2015	-	-	\$200,000
Alghanistan	Organisation for Mine Clearance & Afghan Rehabilitation (OMCAR)	Ines Tlemsani	Aug 6, 2015	Jan 5, 2016	-	-	\$351,231
Alghanistan	Alghanistan Red Crescent Society (ARCS)	Ines Tlemsani	May 15, 2014	Mar 31, 2015	-	-	\$176,000
Alghanistan	Danish Demining Group (DDG)	Ines Tlemsani	May 15, 2014	Dec 31, 2014	-	-	\$500,000
Alghanistan	Digit Zone Ltd	Ines Tlemsani	Aug 29, 2016	Jun 15, 2018	-	-	\$415,900
Alghanistan	Boyc-Parm Logistics Services Company	Ines Tlemsani	Aug 29, 2016	Jun 15, 2018	-	-	\$1,076,000
Alghanistan	CTC Global Managed Services	Lilian Francoz	Mar 29, 2018	Jun 15, 2018	-	-	\$98,684
<b>Grand total</b>							<b>\$1,088,953,406.28</b>

# Opportunities and Challenges for Remote Delivery



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## تعميم النوع الاجتماعي

كيف يمكن تعريف تعميم النوع الاجتماعي؟

- ... عملية التحليل المستمر للاعتبارات المتعلقة بالنوع الاجتماعي والسعي إلى تحقيق المساواة بين الجنسين

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# Evolution of Remote Delivery Methods and Tools



Online delivery



Hybrid approaches



Onsite work

# Key messages

- Mine action remains very much relevant. The pandemic has brought into sharp focus the need for mine action, but it has also highlighted that we will need to keep innovating and strengthening national capacities.
- The pandemic necessitated flexibility on all sides: donors, UN, implementing partners. Working together – more than ever – we ensured the continued viability of mine action operations.
- But the pandemic is far from over in the most mine-affected places. We need continued commitment and flexibility from all sides.
- We need to capitalize on the lessons learned and innovative approaches developed during the pandemic and ensure these become part of our working ways as we build back better in the ‘new normal’.

# Discussion / Q&A

For further information, please contact:

**UNOPS:** Amir Omeragic ([amiro@unops.org](mailto:amiro@unops.org))

**Drumlanrig Group:** Darren Cormack ([Darren.Cormack@maginternational.org](mailto:Darren.Cormack@maginternational.org))

**GICHD:** Stefano Toscano ([s.toscano@gichd.org](mailto:s.toscano@gichd.org))