



# AMAT

Ammunition  
Management  
Advisory Team

An initiative of the GICHD and UN SaferGuard

Version 15-07-2019

## STRATEGY 2019–2022

### 1 Context

Ageing, unstable and surplus ammunition stockpiles pose a dual risk of unplanned explosions and illicit diversion of ammunition. These events can be devastating to the local community, economy, and society. Effective ammunition management aims to mitigate the consequences of these risks and prevent the likelihood of future incidents from occurring. In so doing, ammunition management contributes to enhancing stability, development and good governance.

### 2 Background

In 2017, the Geneva International Centre for Humanitarian Demining (GICHD) and the United Nations signed a Memorandum of Understanding to formalise cooperation in support of States in the safe and secure management of conventional ammunition. Subsequently, in support of complementary work undertaken by the UN SaferGuard Programme and GICHD, the UN Office for Disarmament Affairs (UNODA) and GICHD established the Ammunition Management Advisory Team (AMAT).

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

AMAT is a shared initiative in support of United Nations Secretary-General's Agenda for Disarmament *Securing Our Common Future (2018)*, and the GICHD's 2019-2022 Strategy. AMAT's work also contributes to the achievement of the 2030 Agenda for Sustainable Development, in particular Goal 16 dedicated to peaceful, just and inclusive societies.

### 3 Core Values and Working Principles

AMAT operates in accordance with the core values and working principles of the GICHD and the United Nations. In particular, the principles of neutrality, promotion of accountability and developing institutions and capacities as a means towards sustainable, nationally owned responses are pivotal to success in AMAT's work. The four core values and seven working principles can be found in the [GICHD Strategy 2019-2022](#) (p. 5). The three core values of the United Nations are integrity, respect for diversity and professionalism.

### 4 Mission Statement

AMAT 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 unplanned explosions and illicit diversion."

## 5 Modus Operandi

AMAT receives strategic direction from the GICHD and the UN SaferGuard Programme. Reference is made to the Theory of Change (Annex A). AMAT receives political and strategic guidance from the Advisory Council, which comprises representatives of States, UN agencies, regional organisations and field implementing partners active in ammunition management.

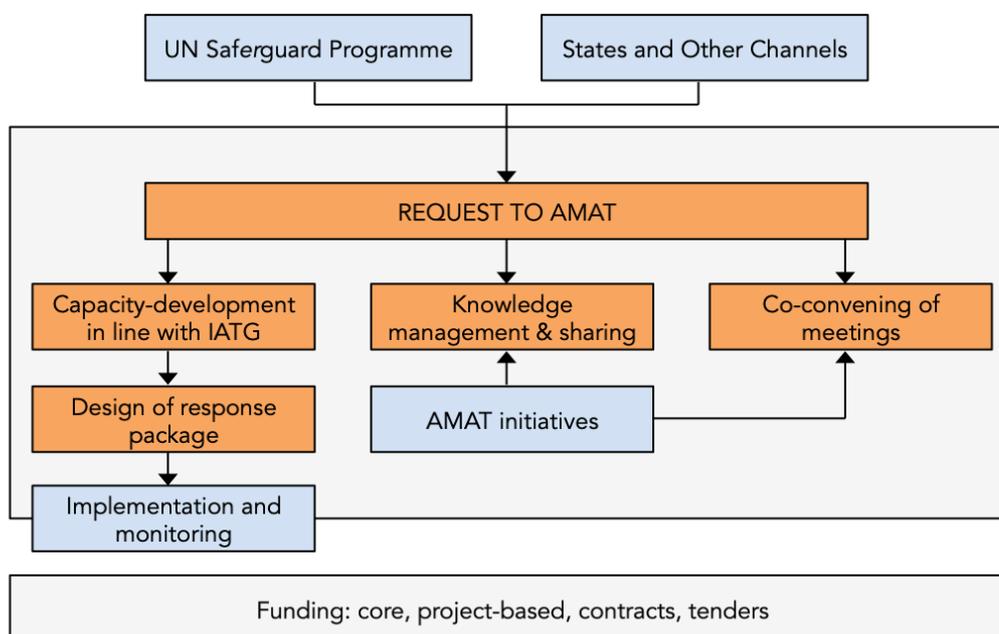
AMAT operates in full consideration of gender and diversity and strives, to the greatest extent possible, to promote equal participation of men and women in all its activities and to mainstream gender across its programmes.

AMAT is a knowledge broker in the field of ammunition management and acts as an international clearing house for technical assistance to States looking to improve the safety and security of their stockpiles. In so doing, AMAT ensures that international assistance is coordinated, complimentary, and coherent.

AMAT is designed to be responsive to the continually changing needs and priorities of States and strategic partners (donors and implementing agencies) in need of ammunition management assistance. Accordingly, AMAT's work aims to achieve three broad objectives:

- ◆ Increased awareness of good practice norms and standards in safe and secure management of ammunition;
- ◆ Strengthened national ammunition management capacities, strategies, standards and procedures in accordance with the IATG; and
- ◆ Enhanced effectiveness and sustainability of international cooperation and assistance by strengthening relationships.

AMAT responds to assistance requests from affected States as well as service requests from interested States and the UN SaferGuard Programme, with due consideration to anticipated workload and available resources, agreed priorities and assessment of risks involved. Beyond its own staff capacity, AMAT manages the UN SaferGuard roster of experts and welcomes seconded experts from interested States to expand its ability to react and accommodate request in a more effective, committed and comprehensive manner. The order of turning a request to a set of responses to follow, is illustrated in below process map:



## 6 Outcomes and Milestones

AMAT operates towards the GICHD Strategy's long-term outcome "ammunition is managed by States according to good practice" and the United Nations Secretary General's [Agenda for Disarmament](#) in its call for "disarmament that saves lives". AMAT is an implementation activity of the Disarmament Agenda (Action 22). AMAT's immediate outcomes are:

- A. Strengthened national capacities through provision of tailor-made technical assistance and advice, including in the development of national strategies, standards and procedures in accordance with the IATG;
- B. Promotion of impartial, evidence-based analysis and good practice of ammunition management norms and standards, including the IATG; and
- C. Enhanced effectiveness and sustainability of international cooperation and assistance through support to the UN SaferGuard Programme and facilitation of meetings to match needs, resources and expertise.

To retain focus and measure its progress toward the outcomes, AMAT will use a monitoring framework with targets and indicators. The targets and activities supporting above outcomes are elaborated in annual Work Plan. The list below represents annual milestones to be achieved until 2022.

#### **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 capacity development knowledge platform initiated and disseminated;
- ◆ Regional UN SaferGuard validation processes conducted in English and French;
- ◆ Assistance provided to the UN SaferGuard Programme in the development of IATG Version 3
- ◆ 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;
- ◆ Training capabilities in UN DDR Weapons and Ammunition Management operations enhanced.

#### **2020 milestones**

- ◆ Technical advice and/or training in ammunition management provided, in collaboration with implementing partner(s), to States;
- ◆ Regional UN SaferGuard validation processes conducted in Spanish and Arabic;
- ◆ Assistance provided to States in developing a national strategy, action plan and/or standards on ammunition management;
- ◆ Assistance provided to the UN SaferGuard Programme in the development of IATG Version 3;
- ◆ Assistance provided to partners relations to work carried out in light of the Group of Governmental Experts on the UN Resolution pertaining to the “Problems arising from the accumulation of conventional ammunition stockpiles in surplus”;
- ◆ Provide assistance to partners looking to strengthen arms export controls and prevent the diversion of ammunition through improvements in ammunition management policy and practice;
- ◆ 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 and/or training in ammunition management provided with partner(s) to States;
- ◆ UN Regional Centres for Peace and Disarmament each host a programme on ammunition management;
- ◆ Assistance provided to States in developing a national strategy, action plan and/or standards;
- ◆ Support in programme management/coordination provided to one donor State or regional organisation;
- ◆ Experts deployed from the UN SaferGuard roster to IATG-related mission;
- ◆ IATG version 3 translated into UN languages and disseminated;
- ◆ AMAT funding for 2022 increased 25% from 2021.

#### **2022 milestones**

- ◆ Technical advice and/or training in ammunition management provided with partner(s) to States;
- ◆ Assistance provided to States in developing a national strategy, action plan and/or standards;
- ◆ Support in programme management/coordination provided to one donor State or regional organisation;
- ◆ Experts deployed from the UN SaferGuard roster to IATG-related mission;
- ◆ AMAT funding secured at the level of 2022 for the next strategy period.

## **7 Performance Indicators**

Progress towards AMAT's outcomes A, B and C is monitored using Key Performance Indicators (KPIs). AMAT's lines of services make it primarily an upstream, top-down capacity developing mechanism for States. In measuring progress using the KPIs, AMAT considers results stemming from the lines of services provided by AMAT and its partners. The KPIs are:

- ◆ Number of IATG/ammunition specialists and organisations with new capabilities; and
- ◆ Extent to which States improve the safety and security of ammunition in line with IATG.

AMAT's performance is thus measured by monitoring progress made at three levels: States, organisations and individuals. The quantitative and qualitative targets and assessment criteria for above KPIs, including a baseline to progress from.

## 8 Communication and Outreach

AMAT aims to be known as an assistance mechanism to States in all matters pertinent to ammunition management, and to stakeholders as a professional, reliable and impartial global actor. AMAT is an independent entity initiated by the GICHD and UNODA, with no political or disarmament agenda.

AMAT will work with national governments, relevant regional and non-governmental organisations, and international agencies involved in ammunition management. The scope of AMAT's activity will be defined by this strategy, State assistance requests, State's own initiatives and agreed upon response packages designed by AMAT. During the strategy period, activities will be established globally through cooperation with appropriate actors.

Communications are primarily conducted by direct liaison with national authorities and donor agencies, UN SaferGuard communications efforts, and through engagement with other relevant international, regional and sub-regional organisations. AMAT will use its website and other online and printed communication materials to disseminate key messages on its objectives and activities. This outreach will utilise the established AMAT visual identity and the GICHD's external communications capacity. AMAT's outreach benefits from the partnering arrangement with the UN SaferGuard Programme and from active participation in ammunition-related regional trainings, seminars and conferences. The communication aim therein is to form professional relationships with regional institutions and partners.

AMAT will take the initiative to rapidly extend its network of contacts worldwide through Advisory Council members sharing contacts and facilitating access. Ongoing information gathering from States and organisations, as part of the development of the ammunition management knowledge platform, will assist communicating AMAT's existence and its available services. An internal communications plan has been established to this effect, including streamlining key messages and language to be used in external communication.

## 9 Resources

To perform its work, AMAT requires resources: staff, funding and administrative and logistics support.

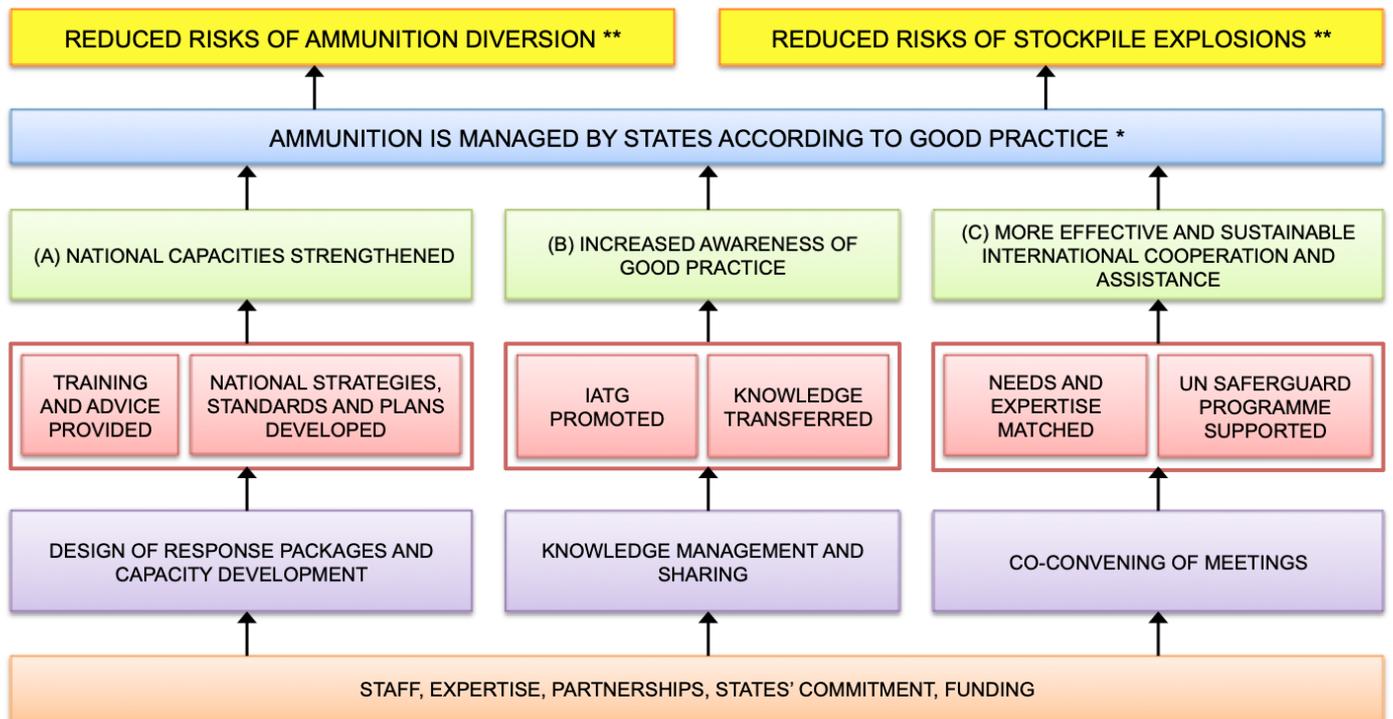
During the strategy period, at year one AMAT will have seven staff members; the head, two technical advisors, two programme managers, a programme officer and a junior officer. At year two, AMAT plans to strengthen its staff with third technical advisor and a information officer. Besides in-house capacity, AMAT invites additional human resources: throughout the strategy period, arrangements with interested States are encouraged to second specialist staff for AMAT's activities.

AMAT's budget requirement for 2019 is 1.240.000 Swiss francs, including costs for in-house staff and basic activity. AMAT is fully funded for the first year with contributions from the governments of Germany and Switzerland. Joint fundraising efforts for 2020 and beyond are ongoing with the UN SaferGuard Programme. A plan for expansion of AMAT staff and activity in 2020, along with a four-year joint fundraising plan have been established to this effect.

The GICHD provides in-kind support to AMAT by availing office and communications infrastructure, banking and auditing facilities, conference support and travel agent services. This standing arrangement for administrative and logistics support is agreed on a permanent basis.

## Annex A

### AMAT Theory of Change



Legend:



\* GICHD 2019-2022 Strategy's long-term outcome No. 7

\*\* AMAT objective conforms to the GICHD's intermediate outcome on explosive risk reduction and directly contributes to the strategic objective on "Protection of communities".