



LOCALISATION IN UKRAINE: CAPACITIES AND NEEDS

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LOCALIZATION PROJECT OBJECTIVES

Enhance localization of the mine action sector in Ukraine by strengthening the capacity of national demining organizations to implement humanitarian demining activities in a safe and efficient manner.



Enable local Ukrainian organizations to credibly compete with international operators during competitive bidding processes, including for international donor or private funds.

Provide tailored training to Ukrainian organizations to ensure that national capacity is built in an organic and sustainable way, thus decreasing the reliance on international operators over time.

Total Number of Accredited Operators According to the Registry

	State		National		International		Total
	SESU	MoD	Commercial	Nonprofit	Commercial	Nonprofit	
Total number	25	19	49	30	1	8	132
Involved in EORE processes only	–	–	1	11	–	–	12
Involved in land release processes (NTS, TS, clearance)	25	19	48	19	1	8	120
Involved in EORE processes only and report to IMSMA	–	–	–	6	–	–	6
Involved in land release processes and report to IMSMA	20	7	31	13	1	7	79

CAPACITY GAP ASSESSMENT: METHODOLOGY

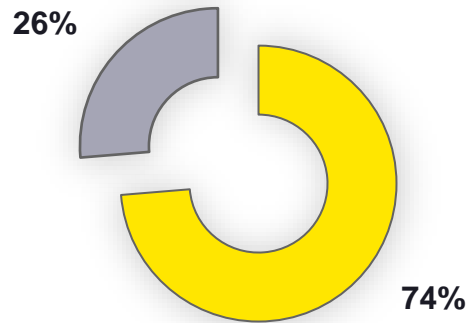
19 operators assessed

20+ interviews conducted

40+ information requests iterations

500+ documents analyzed

Types of operators

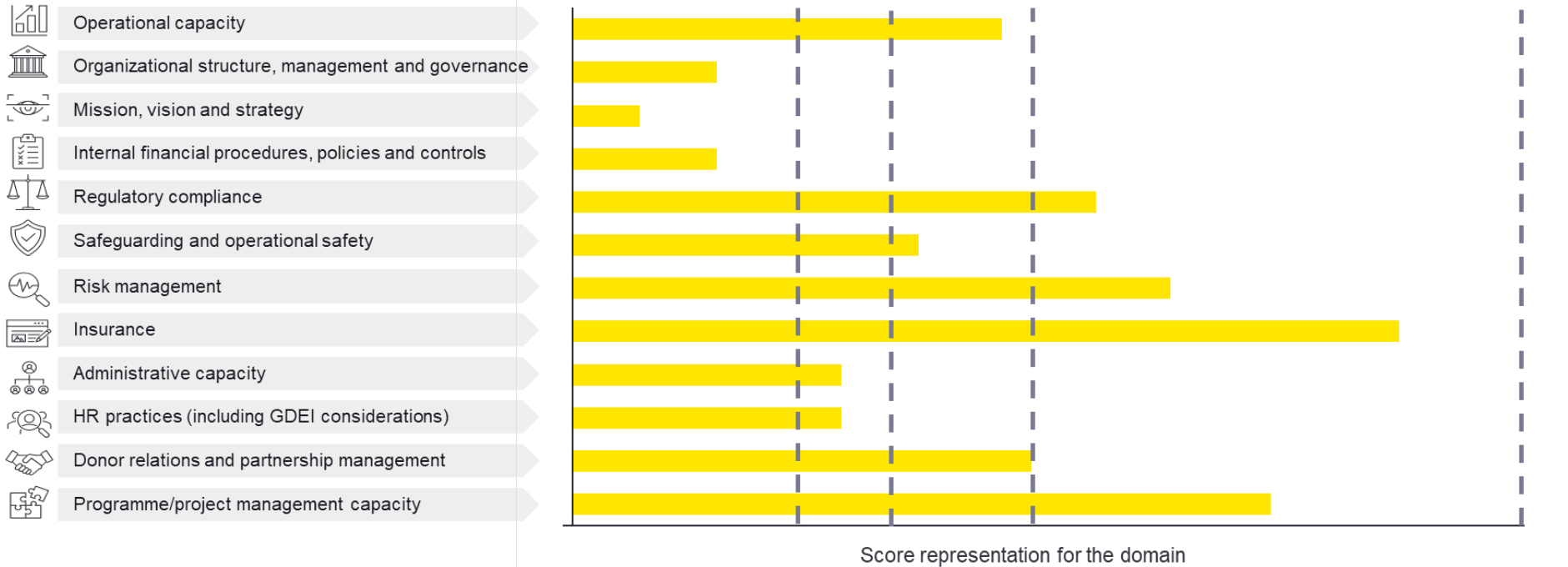


■ Commercial Organizations

■ Non-Commercial Organizations

12 Domains

- Operational capacity
- Organizational structure, management and governance
- Mission, vision and strategy
- Internal financial procedures, policies and controls
- Regulatory compliance
- Safeguarding and operational safety
- Risk management
- Insurance
- Administrative capacity
- HR practices
- Donor relations and partnership management capacity
- Programme/project management capacity



CAPACITY GAP ASSESSMENT: KEY AREAS FOR STRENGTHENING

- **Organizational strategy:** Establish a clear vision, mission and multi-year strategic plan aligned with the National Mine Action Strategy
- **Financial and administrative systems:**
 - Strengthen financial management through IFRS-compliant reporting and independent audits
 - Develop robust procurement, logistics, and asset management systems
- **People management:** Build a more proactive and strategic HR function, introduce core HR metrics, identify critical roles with simple succession plans and strengthen the employer brand
- **Organizational resilience:** Formalize risk-management frameworks covering key operational, financial, compliance and reputational risks alongside business continuity planning
- **Policies and compliance:** Develop a comprehensive policy framework, including conflicts of interest, whistleblowing, safeguarding (exploitation and abuse), bullying and harassment and environmental protection

CAPACITY GAP ASSESSMENT: DONOR MANAGEMENT

- “ *Financial analysis and forecasting of KPIs for expected results of grant programs.* ”
- “ *Specialized knowledge of communication with international institutions / donors, project management skills, and the ability to describe the impact of mine action projects on a broad range of stakeholders.* ”
- “ *Identifying sources for publication of grants and tenders, setting up notifications, understanding the formats used by different donors, as well as developing an internal set of templates, policies, and a project portfolio.* ”
- “
 - *Knowledge of the structure of international donor organizations (UNOPS, UNDP, EU, USAID, GFFO, DFID, ECHO, etc.) and their priorities.*
 - *Understanding of application requirements (logical framework matrix, theory of change, gender mainstreaming, environmental safeguards).*
 - *Ability to read and interpret donor guidelines / calls for proposals.*
 - *Budgeting skills according to donor standards (transparency, detail, cost categories).*
 - *Preparation of high-quality narrative proposals (clear English, structured, persuasive).*
 - *Knowledge of basic international standards in audit, procurement, and compliance (e.g., EU cost-verification rules).*”

Most requested **operational** training topics:

- Emerging technology
- Technical survey & clearance (including in urban areas)
- Operational analysis and efficiency KPIs
- Land release and all reasonable efforts
- Mechanical land release
- Non-technical survey

Most requested training topics for broader **organizational capacity-building**:

- Donor engagement and partnerships
- Grant management and donor reporting
- Strategic planning
- Quality management
- Risk management



Any questions?



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