



UAHD

Ukrainian Association of Humanitarian Demining

**Minutes of the meeting No. 21/08/2024/K  
of the first industry conference  
NGO "Ukrainian Association of Humanitarian  
Demining**

**Kyiv**

**August 21, 2024**

**ORGANIZATIONS AND INDIVIDUALS PARTICIPATING IN THE INDUSTRY CONFERENCE:**

Name of the organization	Representative of the organization	Number of votes
Limited liability company "FREE WAY"	Director of the organization Oleksandr Bortnikov	1
Charitable organization "MINE ACTION CHARITY FUND"	Head of the organization Andrii Kushnir	1
Limited liability company "RESEARCH AND PRODUCTION COMPANY PATRON DEMINING"	Director of the organization Andrii Serbin	1
Limited Liability Company "SHERIFF DEMINING"	Director of the organization Yevhenii Antypenko	1
Limited Liability Company "GLOBAL DEMINING"	Director of the organization Artem Havrylenko	1
Charitable organization "INTERNATIONAL CHARITY FUND "BIG UA"	Director of the organization Yevhenii Rymarev	1
Public organization "UKRAINIAN ASSOCIATION OF HUMANITARIAN DEMINING"	Director of the organization Oleksandr Bortnikov	1
Limited liability company "MELLOM PRO"	Director of the organization Oleksandr Varyvoda	1
Limited liability company "RISK CONTROL"	Director of the organization Ihor Korzhevskiy	1
Limited liability company "EPICENTR SAFTEY"	Director of the organization Oleksandr Bilotil	1
Limited liability company "LINKASTR DEMINING"	Director of the organization Vitaliy Makovetsky	1
Charitable organization "CHARITABLE FOUNDATION "THE PEACEFUL SKY OF KHARKIV"	Director of the organization Liubymyskyi S.H.	1
Limited liability company "INCOMPASS DEMINING"	Director of the organization Anton Solopikhin	1
Limited liability company "GRIM-2023"	Director of the organization Petro Antoniuk	1
Limited Liability Company "INTERTRADE-UKRAINE LIMITED"	Director of the organization Ruslan Vitiuk	1
Total votes:		15

Secretary Zinaida Zelena



UAHD

Ukrainian Association of Humanitarian Demining

These minutes are based on the results of discussions on current challenges and trends in the field of mine action (MA), which took place during the First Industry Conference of the Ukrainian Association of Humanitarian Demining, held on August 21, 2024 in Kyiv. The conference was attended by organizations that have already received the status of mine action operators in Ukraine, are in the process of such certification and are involved in mine action processes.

The initiators of the conference were:

NGO "UKRAINIAN ASSOCIATION OF HUMANITARIAN DEMINING"

CO "MINE ACTION CHARITY FUND"

Before starting the procedural issues, Andrii Kushnir, Head of the CO "MINE ACTION CHARITY FUND", proposed:

1. To approve the voting principle, namely:

- voting is open;
- each organization has one vote;
- a decision will be considered adopted if at least 2/3 of the participants voted for it.

**Voted:**

"for" - 15 (fifteen);

"against" - 0 (zero);

"abstained" - 0 (zero).

**The decision was made to approve the proposal.**

Andrii Serbin, Director of the LLC "RESEARCH AND PRODUCTION COMPANY PATRON DEMINING", proposed to elect Zinaida Zelena, Secretary of the representative of the NGO "UKRAINIAN ASSOCIATION OF HUMANITARIAN DEMINING", to keep the minutes of the meeting.

He was supported by other participants.

**Voted:**

"for" - 15 (fifteen);

"against" - 0 (zero);

"abstained" - 0 (zero).

**The decision was made to approve the proposal.**

Heard a Secretary Zinaida Zelena, who proposed to consider and approve the following agenda:

1. Sectoral pricing (relevance of current approaches; criteria that will influence the price; proposals for pricing policy; profitability level; rates of development contributions, etc.)
2. Public procurement in the field of primary health care - terms of performance of works (provision of services) in contracts (criteria that will objectively affect the terms).
3. Capacities of Ukrainian mine action operators to participate in open tenders (technical conditions for proven experience; feasibility of cooperation with international mine action operators with such experience).
4. Cooperation with international donors (problems, ways to position the capacities of national mine action operators).
5. Gender equality - not only as a civilizational value, but also as an objective necessity in the context of a personnel shortage. Prevention of sexual violence, discrimination and segregation. Zero tolerance for corruption.

Secretary Zinaida Zelena



6. Industry Conferences of the NGO "Ukrainian Association of Humanitarian Demining" (feasibility, frequency, involvement of state and foreign organizations and institutions).

**As to clause 1.**

Participants exchanged views on current critical issues in pricing and expressed their views and suggestions on this.

**As to clause 1, participants share a common vision of the following:**

The issue of pricing is not limited to the category and complexity of land. The pricing of demining costs consists of the costs incurred by the mine action operator during the execution of the work.

The Guidelines state that "it is recommended to include other expenses (OE):

- salaries of key personnel (deminers, medical personnel, drivers, work supervisors (team, unit leaders);
- insurance of key personnel (in accordance with the Law on Mine Action)
- expenses for support and administrative staff;
- depreciation of fixed assets (equipment for search, positioning, and survey);
- depreciation of property, plant and equipment and other non-current tangible and intangible assets that are directly used in the course of humanitarian demining in accordance with the requirements of regulatory documents in the field of mine action (standards)
- consumables (labeling materials, etc.);
- depreciation of other means of support for the units (individual and group sapper kits, PPE, medical kits, etc.);
- logistics costs (fuel for vehicles, depreciation of vehicles);
- other general production expenses (rent of general production facilities, labor, quality control, etc.);
- administrative expenses;

However, this does not take into account the following costs that are not direct, but necessary and integral components of the mine action processes, namely:

- education and training of personnel;
- quality control;
- work safety;
- routine maintenance and repair of equipment, machinery and vehicles;
- keeping the software up to date;
- medical support;

The cost of work (services) will be significantly affected by factors that are difficult to predict in advance:

- seasonality (climatic factor – periods of rain and frosty weather);
- weather conditions (in a period of time favorable for the work).

These factors lead to **forced staff downtime**. In such cases, non-governmental operators **are forced to pay "retention" salaries**. As a rule, no field work is carried out from December to March. This is about 25% of the time per year.

Payroll is the main part of expenses.



UAHD

Ukrainian Association of Humanitarian Demining

The above factors should be **taken into account when pricing** a project and developing its **technical specifications**.

During the off-season period (when field work is not carried out for objective reasons), non-governmental operators cannot terminate employment relations with unused key personnel and thus reduce the declared staffing level.

This will certainly require an actual **review of the validity of the existing certificates**. And this, in turn, **will make it impossible to continue work under the contract**.

Failure to resolve this painful and fundamental issue **will "wash out"** working capital or (in the worst case) put national non-governmental mine action operators on the brink of bankruptcy.

The disappearance from the market of operators who, for objective reasons, will be forced to cease their activities due to inconsistency of state regulations with economic feasibility and reality will lead to a decrease in the national non-governmental mine action potential (on the one hand), to the monopolization of the national market by selected operators with a financial "rainy-day fund" (on the other hand), to a decrease in competitiveness in the market before foreign operators with external sources of funding that can easily offset their financial losses at the expense of targeted foreign funds.

The Recommendations also state that *"When calculating the salaries of key personnel involved in humanitarian demining, it is recommended to use the Unified Tariff Scale (UTS). The position of "sapper" is assigned to the 4-8 tariff category of the UTS (section XXI of Resolution No. 1298) with a tariff coefficient of 1.27-1.64, with the application of an additional salary increase coefficient of 2.26. It is recommended that the salary should be supplemented by a premium of up to 50 percent of the salary for complexity and intensity of work and a bonus of up to 100 percent of the salary."*

This approach is one that can be applied in government organizations.

**Such a philosophy of remuneration of key personnel is not in line with the market conditions in which non-governmental mine action operators operate.** Moreover, such an approach is harmful and will create **risks of discrimination against** the staff of non-governmental Ukrainian mine action operators, while foreign operators will not be limited in the amount of salaries of key staff when performing mine action services at the expense of foreign donors. This will create grounds for staff turnover in national operators after their training at the expense of the same operators.

The key personnel of national non-governmental operators perform high-risk work. The density of explosive contamination on the territory of Ukraine and the area of such contamination cannot be compared to any other country in the world.

Participants believe that **a competitive salary** for key personnel working in the field for the period **2024-2025** is an amount in the national currency **equivalent to at least \$2000 USD**.

Participants do not rule out the possibility that this price may be adjusted by the market to a higher level.

**Participants consider it appropriate to conduct an independent study on the pricing of mine action services in Ukraine.**

This will contribute to the formation of an economically justified price.

To do this, it is necessary to involve specialized scientific institutions and non-governmental national mine action operators.

The results of such a price study should be submitted to the Government of Ukraine, the countries participating in the mine action coalition, countries that finance the mine action work already being carried out by international operators in Ukraine, and other stakeholders.

In this way, to promote the development of the non-governmental segment of the mine action market in Ukraine and to achieve tangible measurable progress in overcoming mine threats in the short term (as early as 2025).

Secretary Zinaida Zelena



The Government recommends that the level of profitability should **not exceed 15%** when fulfilling mine action contracts to meet the needs of the state, territorial communities and amalgamated territorial communities. Taking into account inflation and the fact that due to natural and technical conditions, the term of the mine action work can be extended, and the main staff will be paid a salary, this norm cannot be considered economically justified.

It is necessary to appeal to the relevant national government institutions to limit the rate of return to **not less than 30%**, of which **at least 10%** should be allocated by **the organizations of mine action operators for their development.**

**Voted as to clause 1:**

"for"	- 15 (fifteen);
"against"	- 0 (zero);
"abstained"	- 0 (zero).

**Resolution adopted: to approve the above wording and proposals.**

**As to clause 2.**

The participants exchanged views on current critical issues related to public procurement, and spoke about setting deadlines and adjusting them.

**As to clause 2, the participants have a common vision of the following:**

The following factors have a key impact on the time required to complete the work:

- unfavorable weather conditions;
- hazards (significant contamination with explosive objects).

The participants are aware that, pursuant to the Law of Ukraine On Public Procurement, the Civil and Commercial Codes of Ukraine, contracts for the performance of works (provision of services) must specify the term of their performance (provision).

At the same time, **it is unacceptable to artificially speed up work** in the field of mine action! This is a generally accepted international practice. Failure to understand this by the Customer creates risks of accidents among the civilian staff of the mine action operators. Moreover, such cases will initiate investigations by the authorized state bodies, which will certainly require additional time.

Therefore, when drafting contracts for the performance of mine action work (provision of services), it is necessary to provide for the possibility of their extension in the event of the following factors

- unfavorable weather conditions;
- hazards (significant contamination that does not comply with previous non-technical and technical surveys);

**In view of this, the participants propose to address the relevant state authorities with the following:** when conducting public procurement of mine action services (works) and determining the terms of their performance, the contract should provide for the possibility of their upward change in the event of objective factors, which can be further defined as industry-specific objective circumstances.



- Industry-specific objective circumstances for extending the timeframe for completion of work may be due to: contamination with explosive objects, weather conditions

The key factor is always to consider **the safety of personnel** performing hazardous work.

**Voted as to clause 2:**

"for" - 15 (fifteen);  
"against" - 0 (zero);  
"abstained" - 0 (zero).

**Resolution adopted: to approve the above wording and proposals.**

**As to clause 3.**

Participants exchanged views on the technical conditions of public tenders, when newly created national non-governmental mine action operators are required to have proven successful "field" experience. They also discussed the prospects and feasibility of cooperation with international operators.

**As to clause 3, the participants have a common vision of the following:**

The requirement to have proven experience in the field of mine action is considered unfair and unrealistic at this stage of development of national non-governmental operators.

In case the announcements of public procurement of works (services) of mine action by international organizations (funds) contain such a condition, it is necessary to apply through the authorized governmental bodies of Ukraine for assistance (support) in resolving the issue of changing the wording that is essentially incorrect in relation to Ukrainian non-governmental operators, and if this is not possible for one reason or another, it is necessary to propose to involve Ukrainian non-governmental operators in the execution of contracts as subcontractors of the winners of such public tenders represented by international mine action operators. It is understood that such Ukrainian non-governmental operators have participated in such public tenders, generally met the qualification requirements, but did not have the relevant proven experience at the time of the tender. Confirmation of the possibility of performing the work is the passage of the Certification, which meets all the requirements for the company to carry out these works.

Participants welcome the entry of new foreign operators into the Ukrainian market. This will create additional opportunities for national operators as they build their field experience. This can be done by engaging Ukrainian non-governmental mine action operators as subcontractors.

Such cooperation will also facilitate the exchange of experience and technology, and accelerate progress in clearing Ukraine's territories of explosive remnants of war.

**Voted as to clause 3:**

"for" - 13 (thirteen);  
"against". - 0 (zero);  
"abstained" - 2 (two).

**Resolution adopted: to approve the above wording and proposals.**

**As to clause 4.**

Participants exchanged views on the current state of cooperation with international donors (issues, ways to position their own capabilities).

Secretary Zinaida Zelena

**As to clause 4, participants have a common vision of the following:**

Participants recognize the lack of capacity to communicate with international donors for their own positioning.

International donors (represented by government officials, representatives of specialized funds) are focused on financing international mine action operators already existing in the market (on the one hand). They prefer a format where a Ukrainian partner is selected (who already has some experience, measured in several years) and is allocated certain amounts of money to manage a particular project (on the other hand).

Without the support of the Government, there is little chance of being able to prove to such donors that one can be an effective and reliable partner. There are no working tools to build a functionally sustainable platform for positioning and demonstrating their own capabilities.

To address this, the participants consider it appropriate:

- to submit a collective appeal to potential donors to invite them to the next Conference of the NGO "Ukrainian Association of Humanitarian Demining";
- to prepare and present an independent review of the problem of mine action in Ukraine with suggestions on how participants can contribute to its solution;
- each operator should prepare a presentation of its own capabilities and (if any) experience;
- to invite representatives of relevant state institutions (including the Ministry of Foreign Affairs) to the NGO "Ukrainian Association of Humanitarian Demining";
- invite media representatives (including foreign ones) to the Conference of the NGO "Ukrainian Association of Humanitarian Demining";
- discuss and agree on a budget for reasonable necessary expenses to organize the conference;
- to consider and study additional proposals from the participants in this regard.

**Voted as to clause 4:**

"for"	- 13 (thirteen);
"against"	- 0 (zero);
"abstained"	- 2 (two).

**Resolution adopted: to approve the above wording and proposals.****As to clause 5.**

The participants discussed the importance of documentary regulation and compliance with generally accepted rules and norms on gender equality, prevention and avoidance of sexual violence, prevention of discrimination and segregation, and prevention of corruption as a reputational component.

The participants intend to adopt a declaration on this matter.

As to clause 5, participants have a common vision of the following and declare it:

Participants consider the prospect of cooperation among themselves as real. They have a clear understanding of the importance of reputational factors both for themselves and for future partners in such cooperation.

Secretary Zinaida Zelena



UAHD

Ukrainian Association of Humanitarian Demining

With this in mind, the participants are aware that each party should have its own approved policies on gender equality, prevention and elimination of sexual violence, prevention of discrimination and segregation, and prevention of corruption.

These policies should correlate with each other in terms of approaches, clarity of criteria, and adequacy of regulatory procedures and criteria. Therefore, in the future, when organizing joint work within a particular project, the participants will take appropriate measures to synchronize certain procedures and approaches. Participants in such cooperation should have a common philosophy of adherence to the norms and rules generally accepted by civilized society, which are designed to ensure the inclusion of women and their equality in recruitment, training, career development, insurance, performance of all types of work (as defined by certificates), rewards and incentives, as well as zero tolerance for corruption.

Participants understand the importance of training their staff in gender-responsive communication in advance.

In addition, during staff training, participants share the importance of familiarizing them with the above policies in advance as they relate to them.

Represented by the leaders/co-founders of the organizations, the participants do not have any gender, racial, ethnic, age or other biases and they will strive to ensure that their organizations comply with relevant norms, rules and practices.

**Voted as to clause 5:**

"for"	- 15 (fifteen);
"against"	- 0 (zero);
"abstained"	- 0(zero).

**The decision was made to adopt the declaration in full.**

**As to clause 6.**

The participants exchanged views on the Industry Conferences of the NGO "Ukrainian Association of Humanitarian Demining" (feasibility, frequency, involvement of state and foreign organizations and institutions).

**As to clause 6, the participants have a common vision of the following:**

Holding such thematic Industry Conferences of the NGO "Ukrainian Association of Humanitarian Demining" is useful and justified.

It is advisable to conduct them on a regular basis (usually once a month), and if necessary, more often or extraordinarily.

Based on the results of the conferences of the NGO "Ukrainian Association of Humanitarian Demining", it is necessary to issue a press release (communiqué) and (if necessary) draw up the minutes of decisions of their participants-organizers.

The participants consider it appropriate to invite state and international organizations to these conferences of the NGO "Ukrainian Association of Humanitarian Demining".

Secretary Zinaida Zelena





UAHD

Ukrainian Association of Humanitarian Demining

The participants are aware that a number of issues will be of an internal (corporate) nature. Therefore, the participants agree to discuss such issues in advance and agree on a common position on the issues to be discussed with representatives of the invited organizations.

**Voted as to clause 6:**

"for" - 15 (fifteen)  
"against" - 0 (zero);  
"abstained" - 0 (zero).

**Resolution adopted: to approve the above proposals.**

All issues on the agenda were considered and appropriate decisions were made.

The meeting of the participants of the Industry Conference of the NGO "Ukrainian Association of Humanitarian Demining" is closed.

**On behalf of participants**

**Secretary of the NGO "Ukrainian Association of Humanitarian Demining"**

**Zinaida Zelena**

**Director of the NGO "Ukrainian Association of Humanitarian Demining"**

**Oleksandr Bortnikov**



Secretary Zinaida Zelena