

## MINES ACTION CANADA STRATEGIC PLAN 2006-2010

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### **I. Introduction**

This plan is the culmination of six months of intensive work by staff, Board and coalition members. During that period, we conducted an environmental scan; held management and staff meetings; and arranged a two-day strategic planning stakeholder retreat where partners from CIDA, Foreign Affairs Canada, the International Campaign to Ban Landmines and the Canadian Red Cross were invited to provide us with their insights and guidance – for this we are thankful. Our discussions have been at times serious, comical, challenging, and engaging, but have always centered upon one critical focus: how best to reduce the humanitarian impacts of anti-personnel mines and explosive remnants of war, such as cluster munitions, in affected countries.

We have evaluated our strengths and learned from over 10 years of experience. As a result, over the next five years, we have decided to focus our efforts on four areas of organizational competence:

1. Developing, delivering and providing resources for advocacy;
2. Public engagement;
3. Capacity building;
4. Research and monitoring for compliance with disarmament and humanitarian treaties, laws and norms.

We remain committed to our original vision of eliminating the serious humanitarian impacts of anti-personnel landmines and explosive remnants of war from this world. We are also dedicated to continuing our work with Canadian coalition members, other non-governmental organizations, and international bodies who share the mission to eliminate the threat of these lethal barriers to the rights, dignity, and well being of affected civilian populations.

## **II. Organization Description**

Mines Action Canada (MAC) is a coalition of over 40 Canadian non-governmental organizations working in mine action, peace, development, labour, health and human rights that came together in 1994. It is the Canadian partner of the International Campaign to Ban Landmines (ICBL), the 1997 co-recipient of the Nobel Peace Prize. MAC is also a founding member of the Cluster Munition Coalition.

### **Overview**

Originally, the coalition's primary concerns were the human and socio-economic impacts of landmines and other weapons causing similar humanitarian impacts. As a consequence, this coalition advocated for a complete ban on the use, production, stockpiling and trade of anti-personnel mines and addressed concerns about other weapons which function like anti-personnel mines; including cluster munitions and anti-vehicle/anti-tank mines with anti-personnel effect. The coalition also committed

itself to help meet the needs of people physically, socially, and economically affected by mines.

The seed for the Canadian campaign to ban landmines was planted in early 1993 when concerned individuals and organizations received more and more information from non-governmental organizations (NGOs) witnessing first hand the horrors of landmines in the field. Recognizing the importance for immediate action, these individuals proceeded to contact other Canadian NGOs whose interest areas were cross-cutting with the issue at hand – groups such as those working in landmine-affected countries or those who were involved in issues related to peace and disarmament. Several of these organizations responded positively, leading to the first face-to-face meeting addressing this issue in September of 1994. At this meeting, participants agreed to formal objectives and a mandate. The result was the formation of a coalition of development, social justice, peace, faith, health, and relief organizations. This coalition requested and was granted a first meeting with Canadian government officials on the landmine issue. In March of the following year, the Mines Action Canada (MAC) coalition was formally launched. Physicians for Global Survival generously hosted MAC during its first four years of existence and provided invaluable support and guidance.

### **MAC Involvement in Government Relations**

During this period of inception, the newly-elected Liberal government initiated Foreign and Defence policy reviews that provided NGOs the opportunity to not only present on the landmine issue but also to argue for a greater role in the policy making process. Although the outcomes of the reviews were not as effective as had been hoped for, government officials nevertheless developed an awareness of the importance of consultations with NGOs on issues of foreign policy concern. Subsequently, MAC pushed for regular meetings with the Canadian Government in order to keep abreast on current activities as well as positions related to landmines, and was successful in achieving this.

Many challenges presented themselves at these first meetings, mainly pertaining to defence policies as government officials were strongly in favour of the military utility of landmines. Despite those obstacles, these meetings still afforded NGOs the opportunity to share information on the humanitarian and socio-economic impact of landmines, and discuss the relevance to Canadian policy.

### **The Canadian Public Rallies to the Call**

Early on, MAC members realized the importance of public opinion in influencing the government agenda. Armed with limited financial resources but infinite dedication and creativity, the MAC coalition impressed upon the Canadian public and media the devastating impact of landmines and their futility as a weapon of war; informed them of existing Canadian policy and alternatives to it; and urged them to take action on the issue. A letter writing campaign was launched and countless hours were spent sending correspondences to Ministers and Members of Parliament calling on them to take stronger action. During the summer of 1995, information packages were sent to

constituency offices of all Canadian MPs. Founding MAC-member, Cooperation Canada-Mozambique (COCAMO) arranged for Canadian musician Bruce Cockburn and Mozambican singer Chude Mondlane to undertake a cross-Canada tour highlighting the plight of landmine victims in Mozambique. They amassed signatures from thousands of Canadians petitioning for concrete Canadian action on landmines. These were handed to Liberal MP Jane Stewart who was then invited by MAC members to visit Cambodia for a first hand look at the impact of landmines. Information about the effects of landmines was made available to the public by way of documentaries, public service announcements and MAC members set up a volunteer staffed 1-800 line.

### **The Ottawa Process begins**

Following the collapse of the September 1995 CCW negotiations, MAC seized the opportunity to increase pressure on the Canadian government for stronger action against landmines. MAC hosted the launch a National Film Board film on a Cambodian landmine survivor called Than and the Invisible War, and featured guest speakers from organizations working in mine-affected communities.

By May 1996, when the Convention on Certain Conventional Weapons (CCW) Review Conference reconvened, the Canadian government realized the importance of including NGOs in international discussions and invited a representative of the MAC coalition to participate as a member of the official delegation. After the failure of the CCW, Canada announced that it would host a meeting for states and NGOs interested in further pursuing discussions on landmines the following October.

By that time, the membership of Mines Action Canada comprised over 40 NGOs, an extensive network of interested and involved Canadians and had developed a solid reputation with the Canadian media. To heighten the expectations of Canadians regarding the upcoming conference, MAC members organized a variety of public outreach activities that included speaking tours by landmines survivors, a poster contest, exhibits, mine field and mine clearance demonstrations, a film festival and benefit concerts featuring popular Canadian musicians. These efforts were rewarded by Minister Axworthy's unexpected challenge to the world in October 1996 to negotiate a treaty banning anti-personnel landmines to be signed by December 1997, thereby launching the Ottawa Process.

### **After the opening for signatures of the Ottawa Treaty**

MAC's activities immediately following the opening for signatures of the Ottawa Treaty to Ban Anti-Personnel Landmines in December 1997 were largely focused on maintaining the pressure on the Canadian government to ensure strong and constant leadership on the issue globally and working with our campaign colleagues around the world to pressure other governments to sign and ratify the Treaty. These efforts paid off with the Ottawa Treaty banning anti-personnel landmines becoming one of the most rapidly ratified Conventions in history entering into force as international law on March 1<sup>st</sup>, 1999.

## **Beyond the entry into force of the Ottawa Convention**

In order to achieve a world free from the threat of anti-personnel mines and other weapons with similar impacts, Mines Action Canada (MAC) has since initiated and is involved in many activities domestically and internationally including:

- ⇒ Creating and managing a national domestic education and outreach program aimed at engaging a new generation of educated, articulate and active youth called the Youth Mine Action Ambassador Program (YMAAP), from 1998-2005. This program was developed in partnership with Foreign Affairs Canada and the Canadian Red Cross which mirrored the successful partnerships in the Ottawa Process.
- ⇒ The Landmine Monitor, which is a major activity of the ICBL and an unprecedented civil society initiative. This publication reports annually on the status of every country and disputed territory in the world in relation to the Ottawa Convention. Initially, MAC was a member of the Core Group responsible for producing the annual Landmine Monitor report and the research coordinator for all reports in the Americas. In 2005, MAC took over as the lead agency in charge of coordinating the overall research and production of the Landmine Monitor.
- ⇒ Engaging the Canadian public, Canadian decision makers, MAC members, international partners and other NGOs on landmine and explosive remnants of war (ERW) issues through domestic outreach programs such as Canadian Landmine Awareness Week, the Canadian Appropriate Technology in Mine Action Competition (CATIMAC), international symposia, concerts, publications and other awareness events.
- ⇒ Being a founding member and interim coordinating agency for the international Cluster Munition Coalition. This included acting as the main point of contact for information internationally, disseminating information, and mobilizing the Canadian NGO community on the issues. MAC also was a partner in the research and production of the **Global Impact Survey**, the first in-depth study on the socio-economic impact of ERW on civilians.
- ⇒ Creating and launching an international capacity building program called the Youth Leadership, Education and Action Program (Youth LEAP). This program has six-components: 1) Providing highly-skilled Canadian interns to our international partners who are in need of human resource support; 2) Conducting regional NGO training on how to work with and incorporate youth into advocacy work; 3) Conducting youth seminars where youth leaders identified by our regional partners are provided with comprehensive training to assist them with their work; 4) A small grants program to provide financial assistance to help partners incorporate youth leaders into their work; 5) The production of a resource manual containing information on the best practices and lessons learned in working with youth in mine action from around the world. The manual is available in five

- languages; 6) The coordination of an annual International Youth Symposium in conjunction with an official Ottawa Convention meeting.
- ⇒ Continuing to be an active organization on the Management Committee of the International Campaign to Ban Landmines and the Steering Committee of the Cluster Munition Coalition.

### **III. Vision Statement**

To bring humanity one step closer to peace and social justice by eliminating the impacts of victim-activated weapons and restoring the rights and dignity of affected individuals and communities.

### **IV. Mission Statement and Values**

Mines Action Canada (MAC), a coalition of Canadian non-governmental organizations, is an international leader working to eliminate the serious humanitarian, environmental and developmental consequences of landmines and explosive remnants of war (ERW).

The human-made disaster caused by these weapons is solvable in our lifetime. We exist to advocate for alleviation of the impact of these weapons on the rights, dignity and well-being of civilian populations.

We do this by engaging the Canadian public; building our partners' capacity domestically and internationally; researching and monitoring the performance and compliance levels of disarmament and humanitarian laws, treaties and norms; and, developing and disseminating resources.

MAC seeks to create an enabling environment to achieve its goals based upon the core values of peace, social justice, partnership, solidarity, cooperation, and innovation.

### **V. Global Indicators of Progress**

In addition to MAC's existence as a separate entity with specific organizational goals and objectives, we are also a part of the wider global mine ban movement, a key partner in the International Campaign to Ban Landmines (ICBL) and the international Cluster Munition Coalition (CMC).

As such, MAC will also measure and monitor progress made towards achieving our vision, using the 2004 Landmine Monitor Report as a baseline, the following global indicators will be measured annually:

- Increases in policies and programming for the rehabilitation, reintegration of landmine survivors back into their communities;
- Increase in land that has been cleared and returned to communities;

- Increase in the number of States Parties to the Ottawa Convention;
- Increased prohibitions and restrictions on the use of cluster munitions;
- Increase in the number of countries that have destroyed their stockpiles;
- Maintenance of the global political and financial commitments of State Parties for the full universalization and implementation of the Ottawa Convention;
- Decreasing amounts in the number of stockpiled anti-personnel landmines around the world;
- Decreases in the numbers of new landmine victims;
- Decrease in the number of countries producing anti-personnel mines;
- Decrease in the number of countries and Non-State Actor groups using anti-personnel mines;
- Progress towards entry into force of CCW Protocol V on cluster munitions; and
- Positive progress towards Canada's ratification of Protocol V.

## **VI. Definitions**

The following definitions were used for this strategic plan:

**GOALS:** Descriptions of what needs to happen over the next five years to move MAC closer to achieving its mission and vision

**OBJECTIVES:** Specific and cumulative achievements that need to happen in order for MAC to realize each of its goals

**MEASURES:** Specific, measurable, attainable, results-based, time bound indicators used to measure progress toward objectives and goals

## VII. Strategic Goals, Objectives and Measurements

STRATEGIC GOAL:	OBJECTIVES:	MEASUREMENTS OF SUCCESS:
<p><b>1. To acquire stable, broad-based human, financial and other resources</b></p>	<ul style="list-style-type: none"> <li>✓ Diversify funding sources by 2010 so that no more than 1/3 of core funding comes from one source</li> <li>✓ Identify, develop and foster the human resources, skills and capacities required at all levels including the Board, staff, and volunteers</li> <li>✓ Establish a charity</li> </ul>	<ul style="list-style-type: none"> <li>➤ Annual learning and training targets are met for all staff</li> <li>➤ Development and implementation of annual evaluation plan for the Board and volunteers which include self-selected goals/targets showing improvement each year</li> <li>➤ Using 2004 participation levels as a benchmark, annual increases of involvement in MAC's activities by the staff, Board, volunteers and members</li> <li>➤ Doubling the number of individual donors by 2007 and again by 2009</li> <li>➤ Acquiring a minimum of one grant from a foundation for the charity by 2007 and doubling this by 2009</li> <li>➤ 100% giving annually from the Board</li> <li>➤ Increases of a minimum of one Board member per year leading and participating in fundraising activities</li> <li>➤ Increase in funds raised each year annually as a result of brand promotion by 10%</li> <li>➤ A minimum of 1 fundraising event per volunteer group/annually by 2007 and doubling by 2009</li> <li>➤ Established the charity by 2007</li> </ul>

<p><b>2. To advocate for increased efforts by Canada and other governments to alleviate the impact of victim-activated weapons.</b></p>	<ul style="list-style-type: none"> <li>✓ Enhance MAC's credibility and reputation by increasing visibility and profile</li> <li>✓ Advocate for Canada to be a top five donor annually or minimally committing \$1/Canadian/year to mine action</li> <li>✓ Identify and actively work with individuals who can use their visibility and contacts to champion our mission</li> </ul>	<ul style="list-style-type: none"> <li>➤ Annual 10% increases in the number of staff, Board members, members and volunteers – other than the Executive Director - invited as a resource to conferences, meetings</li> <li>➤ Our opinion is sought by media, governments, and NGOs as an expert on the impacts of victim-activated weapons</li> <li>➤ MAC will increase its existing membership base by 20% by 2007 and again in 2009</li> <li>➤ Increase in the diversity of media coverage MAC is able to secure annually by 5%.</li> <li>➤ Increase the proportion of youth, environment, peace and Quebec-based NGO members by 20% in 2007 and again in 2009 respectively</li> </ul>
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<p><b>3. To increase international cooperation through facilitation, capacity building and bridge-building</b></p>	<ul style="list-style-type: none"> <li>✓ Annual reassessment and consultation with partners to ensure programs are meeting the needs of the mine action/ ERW community</li> <li>✓ Act as a bridge-builder between and among MAC members and international partners across relevant sectors</li> </ul>	<ul style="list-style-type: none"> <li>➤ Annual feedback from partners demonstrating that the results achieved in domestic and international programs have met their needs through evaluations and interviews.</li> <li>➤ At minimum, maintenance of levels of partner willingness to collaborate and participate in MAC events and programs using 2004 participation levels as a benchmark.</li> <li>➤ The number of connections and opportunities for partnership that MAC has been able to facilitate each year</li> <li>➤ Partners' positive response through evaluations to the number and type of products and information materials produced each year</li> <li>➤ The number of opportunities to disseminate information each year</li> </ul>
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<p><b>4. To ensure Canadian policies and practices are consistent with preventing the serious impact of victim-activated weapons on civilian populations</b></p>	<ul style="list-style-type: none"> <li>✓ Creation and promotion of resources to key government targets that communicate the humanitarian implications of cluster munitions and how to address them</li> <li>✓ Mount and coordinate an awareness raising campaign that involves and engages the Canadian public and policy-makers in this issue</li> </ul>	<ul style="list-style-type: none"> <li>➤ Diversity of participation from decision-makers at public events and programs on these issues increases across all levels by 5% annually using 2004 levels of participation as a benchmark</li> <li>➤ Partners' and governments' positive response to the number and type of products and information materials produced each year through annual surveys</li> <li>➤ The generation of a minimum of 25 media hits by 2010</li> <li>➤ By 2008, we will have a minimum of one high-level meeting with decision makers in the departments of Foreign Affairs Canada, International Cooperation and Defence</li> <li>➤ Increased dialogue with CIDA and FAC desk officers on mainstreaming and ERW issues</li> </ul>
<p><b>5. To continue producing innovative, definitive civil society research products that are internationally recognized and valued</b></p>	<ul style="list-style-type: none"> <li>✓ MAC continues to serve as the lead agency producing the Landmine Monitor and is recognized by international partners' and governments as an effective coordinator of this project</li> <li>✓ MAC continues its involvement and support of new initiatives related to documenting information on the humanitarian impacts of explosive remnants for war – specifically anti-vehicle mines and cluster</li> </ul>	<ul style="list-style-type: none"> <li>➤ Secure the minimum acceptable level of funding to produce the Landmine Monitor annually</li> <li>➤ The Landmine Monitor is produced and disseminated on-time annually to ensure its use can be maximized by all campaigners and states</li> <li>➤ There is a general consensus through annual evaluation and user surveys of Landmine Monitor that its quality and usefulness as a research tool is maintained</li> <li>➤ MAC is directly or indirectly involved in producing and disseminating</li> </ul>

	<p>munitions</p> <ul style="list-style-type: none"> <li>✓ MAC continues to have positive and expanding relationships within the Landmine Monitor network, the Cluster Munition Coalition, and governments which provides us with access to high level discussions of government and partner positions and information needs on the issues ERW and landmines</li> </ul>	<p>research or information products on ERW issues on a minimum of twice per year</p>
<p><b>6. To ensure youth are effective and legitimate contributors to the landmine and ERW movements</b></p>	<ul style="list-style-type: none"> <li>✓ The level and quality of youth contributions to the mine ban movement continues to deepen and broaden each year</li> <li>✓ Youth contribute each year to MAC's fundraising, education and campaigning activities in Canada</li> <li>✓ Youth are active and positive contributors to the ICBL and CMC</li> </ul>	<ul style="list-style-type: none"> <li>➤ A minimum &amp; diverse participation of 35 youth in the International Youth Symposia at the next four Meetings of State Parties</li> <li>➤ Country campaigns and associated NGOs indicate through annual surveys that youth are active and their contributions are valued</li> <li>➤ Using 2004 statistics as a benchmark, there is an incremental increase annually in youth involvement in substantive mine ban movement activities such as lobbying, Landmine Monitor research, fundraising and public engagement campaigns</li> <li>➤ Each international youth capacity building program aims to have a minimum of 25% youth survivors as participants</li> </ul>

## VIII. Strategic Areas of Focus

In order to achieve the goals in our strategic plan, we have organized our work over the next five years into the following four areas of organizational competencies and programming:

**1) Advocacy** including:

- Increasing focus on advocating for greater resources for mine action
- Refining and developing more strategic relationships with Canadian decision makers and bureaucrats

**2) Public Engagement** including:

- Integrating of public engagement activities into all MAC staff positions
- Increasing the leverage of youth and volunteer contributions to MAC's strategic goals
- Increasing attention to disseminating and promoting MAC's updated mission and strategic plan

**3) Capacity Building** including:

- Increasing scope and coverage of Youth LEAP
- Increasing scope, coverage and capacity of the Landmine Monitor network
- Seeking opportunities to share MAC's experiences and expertise

**4) Research and Monitoring** including:

- Maintaining MAC's current role as lead agency for the Landmine Monitor
- Refining focus on advocacy, in Canada and abroad, pertaining to preventing the serious impact of victim-activated weapons on civilian populations

**IX. MAC's Areas of Competencies and Programming (2005-2006)**

