

Strategic Plan

2012-2015

we make it happen

Norwegian Foreign Minister,
HE Mr Jonas Gahr Støre
and Soraj Ghulam Habib,
Ban Advocate and cluster bomb survivor
from Afghanistan, shaking hands at
the end of the signing ceremony
of the CCM, Oslo,
December 2008.

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LANDMINE & CLUSTER MUNITION
MONITOR



The content of this document reflects nine months of evaluation, analysis and deliberation on the impact and strengths of both the ICBL and CMC over the past five years in regards to the upcoming windows of opportunities and potential challenges. As a result, over the next four years, we have decided to concentrate our expertise and activities to achieve four key goals:

Introduction

In January 2011, the International Campaign to Ban Landmines (ICBL) and the Cluster Munition Coalition (CMC) - two of the most successful international civil society coalitions working on disarmament in history - merged into one streamlined organization.

The leadership of the ICBL-CMC decided to undertake a strategic review with the intention of formulating a cohesive plan of action for the work of the ICBL-CMC from 2012-2015.

- No more use of landmines or cluster munitions;
- A significant decrease in land contaminated by landmines and cluster munitions;
- Measurable progress in the quality of life for victims of mines and cluster munitions;
- ICBL-CMC as the authoritative civil society voice on landmines and cluster munitions keeping states and other stakeholders informed and engaged.

The ICBL-CMC would like to extend its sincere appreciation for the time that staff and Governance Board members dedicated to the creation of this plan. We would also like to deeply thank all of our campaign members, partners and political champions that contributed to our thinking and discussions over the past nine months – your input was invaluable.

Organizational Description

After four years of working in concert and having gone through a transition process, the International Campaign to Ban Landmines and Cluster Munition Coalition merged into one unified structure now known as the ICBL-CMC in January 2011. Both campaigns are now united under one organizational structure in an effort to implement operational efficiencies such as the sharing of some staff positions, office space, and financial and technical resources thereby reinforcing complementary work between the two campaigns. There is now one governance board for the ICBL and CMC and a unified financial system.

In practical terms, however, the ICBL and CMC remain two separate, distinct and strong campaigns in their own right, each with a director and dedicated staff. The campaign work of both the ICBL and CMC is underpinned and supported by the work of the Landmine and Cluster Munition Monitor, which has become the research arm of the ICBL-CMC and provides the most up-to-date and relevant information on, and assessment of, the international community's response to the problems caused by landmines, cluster munitions, and other explosive remnants of war. The ICBL, CMC and Monitor remain the global authorities and civil society leaders in their areas of work.

Methodology

The ICBL-CMC strategic review began in August 2011 and concluded in May 2012. Staff met initially over a two-day period in August 2011 to begin developing the baseline for a historical and environmental review, identifying what additional information needed to be collected, from where, and which internal and external stakeholders should be consulted during this process. Using this baseline survey and interview questions, a document review plan and list of key partners to interview were constructed. From September-December 2011, Governance Board members, donors (past and present), campaign members and other key partners were interviewed or invited to participate in the survey. Interviews and surveys were primarily carried out by an external consultant. The document review task list and analysis were mainly undertaken by ICBL-CMC staff. Data from the environmental assessment was compiled and circulated to Governance Board members and staff in preparation for a three-day strategic review retreat in Amsterdam in late January 2012. The Amsterdam retreat culminated in agreement in principle on the main priority areas, goals, objectives and desired

results over the next four years. Governance Board members and staff were divided into subgroups by goal and tasked with further refinements following the retreat. The final draft of the plan was completed and accepted by the Governance Board in May 2012 as ICBL-CMC's 2012-2015 strategic plan.



engaged in activities to obtain a total ban on antipersonnel mines and the eradication of their devastating humanitarian effects.

Officially launched in 2003, the CMC is an international civil society campaign working to eradicate cluster munitions, prevent further casualties from these weapons and put an end for all time to the suffering they cause. Instrumental in bringing about the Convention on Cluster Munitions, the CMC was nominated for the Nobel Peace Prize in 2008. The coalition active in around 90 countries members around the world work to change the policy and practice of governments and organizations towards these aims and raise awareness of the problem amongst the public.

The Landmine and Cluster Munition Monitor, generally referred to as the Monitor, is the innovative civil research and monitoring arm of the ICBL-CMC, providing up-to-date and relevant information for the international community on the humanitarian and developmental consequences of landmines, cluster munitions, and explosive remnants of war (ERW). The Monitor has provided this service to the international community since 1998. It produces annual online and/or hard copy publications of Landmine Monitor, Cluster Munition Monitor, Major Findings of Landmine Monitor and Cluster Munition Monitor reports, individual Country Profiles for all countries of the world and several disputed areas, as well as topical and thematic Fact Sheets. It is renowned for its independent and impartial reporting, and its researchers and editors are internationally recognized as unbiased experts.

Both campaigns to ban landmines and cluster munitions grew out of the abhorrence of the humanitarian and developmental consequences of these weapons.

Some of the reasons for banning these weapons are:

- The vast majority of victims are civilians. Year after year, Landmine Monitor has reported that civilians account for 70 to 85 percent of landmine casualties. Cluster munitions caused more civilian casualties in Iraq in 2003 and Kosovo in 1999 than any other weapon system.
- They are indiscriminate and inhumane weapons. Landmines cannot distinguish between the footstep of a soldier and the footstep of a child. The widespread dispersal systems of cluster munitions means they cannot distinguish between military targets and civilians during a strike, nor can the unexploded submunitions they leave behind.
- These weapons have long-term effects on communities. The problems caused by these weapons do not go away until they are systematically cleared. Landmines and cluster munitions do not respect peace agreements or ceasefires.
- They impede repatriation of refugee and displaced populations; they hamper the provision of aid and relief services; and they deprive communities of economically important land.

Around the world, this abhorrence galvanized non-governmental organizations, governments and international organizations to negotiate and formally adopt the Mine Ban Treaty (MBT) in 1997 and the Convention on Cluster Munitions (CCM) in 2008. Significant progress has been made on both treaties. However, the state of the world's response to the crises caused by landmines and cluster munitions demonstrates the continued necessity of the work of the ICBL and CMC.

Organizational History

Since 1992, the ICBL has been the voice of civil society in the diplomatic arena pushing for changes in government policies and practices on addressing the humanitarian suffering caused by landmines.

The ICBL and its then-coordinator Jody Williams were jointly awarded the 1997 Nobel Peace Prize in recognition of their efforts to bring about the Mine Ban Treaty. It is now a worldwide network of non-governmental organizations active in 90 countries



Our Vision

The vision of the ICBL-CMC is a world without antipersonnel landmines and cluster munitions, where the suffering they cause has ended, and the rights of victims are upheld and realized.

Our Mission & Values

The International Campaign to Ban Landmines – Cluster Munition Coalition (ICBL-CMC) is a global civil society network dedicated to putting an end to the suffering caused by antipersonnel landmines and cluster munitions.

We seek to prevent all use, production, and trade of these weapons, and to ensure stockpiles are destroyed. We denounce any use of these indiscriminate weapons, and mobilize others to do so to further stigmatize them. We call for accelerated clearance of all landmines, cluster munitions and other explosive remnants of war; and we want to see the fulfillment of victims' rights and needs. The best way to reach these goals is to ensure the universal adherence to, and implementation of, the 1997 Mine Ban Treaty and the 2008 Convention on Cluster Munitions.

We inform and rally the public to act with us for a world without antipersonnel landmines and cluster munitions, where the rights of victims are upheld. We monitor, analyze, and report on progress on these life-saving treaties as well as on obligations as yet unfulfilled.

ICBL-CMC members, including victims of landmines and cluster munitions, take action in some one hundred countries. We work in an inclusive manner with NGOs and individuals committed to helping us reach our goals. We believe in the impact of a coordinated and flexible network of NGOs with experience and passion.

We collaborate closely within the campaign ensure our work is carried out with mutual respect and understanding. We strive to ensure that women and men are equally involved in planning and implementing our activities. We benefit from the enthusiasm and creativity of youth in our disarmament work. We have seen the power of survivors standing up for their rights and are deeply committed to the principles of inclusion and accessibility.

Grounded in our solid research and the diverse expertise of our members, we engage closely and regularly with governments and international organizations. Our long-standing partnership with these actors is key to reaching full universalization and implementation of the conventions.

Strategic Areas of Focus and Goals

In order to move closer to realizing our vision, the ICBL-CMC will continue framing its work within four strategic areas of focus: the ban of antipersonnel landmines and cluster munitions, clearance, victim assistance, as well as advocacy, monitoring and partnership.

Our goals over the next four years are aimed at ensuring:

- No more use of antipersonnel landmines or cluster munitions;
- A significant decrease in land contaminated by landmines and cluster munitions;
- Measurable progress in the quality of life for victims of mines and cluster munitions;
- ICBL-CMC as the authoritative civil society voice on landmines and cluster munitions keeping states and other stakeholders informed and engaged.

GOAL 1: NO MORE USE OF ANTIPERSONNEL LANDMINES OR CLUSTER MUNITIONS

Objectives:

Indicators to be tracked:

1. Increased number of States Parties to the Convention on Cluster Munitions.

No. of new States Parties (SPs) to the CCM.
No. of states that affirm their commitment to accession to the CCM.

2. No new use of cluster munitions and antipersonnel landmines and any new use is condemned.

No. of allegations and confirmed use of mines or cluster munitions by governments.
Decreased use of mines and cluster munitions by non-state armed groups.
No. of states issuing statements condemning landmines and CM use on humanitarian grounds.

3. Increased number of existing States Parties to the CCM have completed their stockpile destruction; all other States Parties are on target to complete stockpile destruction before their deadline and sufficient national contributions and international resources for stockpile destruction are mobilized.

No. of CCM SPs that have completed stockpile destruction.
No. of CCM SPs that have publicly tabled plans for completing their stockpile destruction by or long before their deadline.
No. of CCM SPs that have reported annually on stockpile destruction progress.
Level of global and national resources for stockpile destruction.

4. All current MBT States Parties have completed stockpile destruction.

No. of MBT SPs that have completed stockpile destruction.
No. of MBT SPs that have destroyed additional retained mines.
No. of mines retained by SPs.

5. States Parties to the CCM issue positive statements on CCM interpretive issues.

No. of CCM SPs that have issued statements related to interoperability, foreign stockpiling, investments and transit in line with the CMC's interpretations.

6. Increased number of States Parties to the MBT.

No. of MBT SPs.

7. Additional states have export or production moratoriums on antipersonnel landmines and cluster munitions.

No. of states that have issued production or export moratoriums.





GOAL 2: A SIGNIFICANT DECREASE IN LAND CONTAMINATED BY LANDMINES AND CLUSTER MUNITIONS

Objectives:

8. All affected States Parties to both conventions have, and are implementing, a plan to complete clearance by or before their deadline.

9. Increase in national contributions to clearance and sufficient international resources mobilized and used effectively and efficiently.

10. All affected States Parties to the Mine Ban Treaty and Convention on Cluster Munitions have a realistic estimate of their remaining contamination.

11. Increased number of States Parties to the Mine Ban Treaty complete their Article 5 obligations.

12. Increased number of States Parties to the Convention on Cluster Munitions complete their Article 4 obligations.

Indicators to be tracked:

No. of affected States Parties with national plans that aim at finishing clearance by or before deadline.

Annual rate of area reduction in affected States Parties.

No. of affected States Parties that meet or exceed clearance goals in national plans.

Level of national contributions to clearance.

Level of international contributions to clearance by country.

State-by-state sum of national contributions and international contributions compared with remaining task and rate of area reduction.

No. of states where there is incomplete or unreliable information on contamination.

No. of completion declarations made at MSPs.

No. of positive assessments of progress on Article 5 obligations made by States Parties, the Monitor and national campaigners.

No. of completion declarations made at MSPs.

No. of positive assessments of progress on Article 4 obligations made by States Parties, the Monitor and national campaigners.

A cluster bomb clearance team from Norwegian People's Aid, Sekong province, Laos © Stanislas Fradelizi / CMC

GOAL 3: MEASURABLE PROGRESS IN THE QUALITY OF LIFE FOR VICTIMS OF LANDMINES AND CLUSTER MUNITIONS

Objectives:

13. Demonstrated progress on implementation of commitments under Cartagena Action Plan (CAP) and/or Vientiane Action Plan (VAP), with an emphasis on access to services in all places where victims live.

14. States Parties clearly identify financial and technical requirements to implement victim assistance within CAP or/and VAP and receive adequate support by national and international stakeholders.

15. Increased victims' participation in decision-making fora that affect their lives, and their voices are heard in other forums at the national, regional, and international level.

16. Awareness is raised about the rights and needs of victims in states not party with the greatest needs.

Indicators to be tracked:

No. of States Parties with a significant number of victims that took steps to increase access to and quality of services, in line with needs identified by victims and commitments under CAP and/or VAP.

No. of target countries where victims or representative organizations report an increase in accessibility and quality of services due to government actions.

No. of States Parties which have and are implementing national action plans on VA/disability based on commitments under CAP and/or VAP.

No. of affected SPs with a significant number of survivors that have clearly expressed national and international resources needed to support their VA plan.

Levels of international and national funding provided to meet VA-specific funding needs.

No. of SPs with a significant no. of survivors that had a victim or person with disability on each of the delegations to treaty meetings annually.

No. of SPs with a significant no. of survivors that have consulted closely with victims or their representative organizations to develop, implement, and monitor VA plans.

No. of SPs that include victims and/or representative organizations in national coordination of VA, particularly SPs with a significant number of survivors.

Annual no. of letters, statements, reports or events to authorities and/or relevant organizations in states not party on the needs and rights of victims and persons with disabilities.

Annual no. of stories related to situations, rights and needs of victims covered by the media in those countries



Cecilia Segunda and another survivor, in Angola, are making and repairing clothes. Education, training and income generation programmes seek to build up the self-confidence and skills of the survivors, and provide them with the opportunity to lead a normal life. © Giovanni Diffidenti

GOAL 4: ICBL-CMC IS THE AUTHORITATIVE CIVIL SOCIETY VOICE ON ANTIPERSONNEL LANDMINES AND CLUSTER MUNITIONS KEEPING STATES AND OTHER STAKEHOLDERS INFORMED AND ENGAGED

Objectives:

Indicators to be tracked:

17. The Monitor remains the main authoritative instrument of research and monitoring of the two treaties.

No. of stakeholders that state they use and trust the Monitor data, including no. of SPs statements at treaty meetings that draw upon Monitor data (or refer to Monitor data/ analysis).
 No. of media references to Monitor data and interviews with Monitor staff and editors.
 No. of hits on the Monitor website (compared to historical data).
 Monitor has sufficient financial and human resources to implement its mandate.

18. More SPs take ownership of, and show leadership on, the two treaties.

No. of SPs that actively promote the implementation and universalization of the conventions.
 No. of SPs that actively participate in meetings related to the MBT and CCM.
 Improved quantity and quality of national reporting.

19. ICBL-CMC remains the authoritative civil society campaign on antipersonnel landmines and cluster munitions and an important and equal partner in the efforts of the two treaties.

No. of stakeholders that refer to ICBL-CMC leadership, value, and importance.
 No. of statements, interventions, contributions given by ICBL-CMC at meetings related to the MBT and CCM.
 ICBL-CMC has sufficient financial and human resources to implement its mandate.

20. The national campaigns are active and relevant according to their country specific needs

No. of national campaigns with relevant and problem-specific advocacy plans and their yearly achievements.
 No. of actions taken by campaigners to promote the conventions at the national, regional and international level.
 Type and amount of support extended to national campaigns.

21. The ICBL-CMC is a well governed, visionary but functional, and inclusive organisation

The governance of the ICBL-CMC fulfills all its requirements and obligations.
 Level of interaction between the Governance Board, staff and campaigners is high, substantial and functional.
 No. of national campaigns that express satisfaction with the cooperation with ICBL-CMC.

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