



ICBL-CMC STRATEGIC PLAN: 2012-2015

REVISED 2014-2015

October 2014

Summary document of ICBL-CMC Strategic Plan review process

Our Vision

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 to 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.

Table of content

Our Vision 2

Our Mission & Values 2

1. Introduction 3

2. Review Process..... 4

3. ICBL-CMC’s contribution to outcomes..... 4

4. Updating the context analysis..... 5

5. Revised Strategic Goals and Objectives 9

6. Strategies to achieve ICBL-CMC revised strategic objectives 11

1. Introduction

Following the merger, in 2011, of the International Campaign to Ban Landmines (ICBL) and the Cluster Munitions Coalition (CMC), ICBL-CMC **adopted its [2012-2015 Strategic Plan](#) in order to guide its work and assist in the allocation of resources to areas where the organisation generates the most added value.**

In 2014, the ICBL-CMC carried out a mid-term assessment (MTA) of its Strategic Plan in order to document ICBL-CMC’s achievements and progress to date towards the goals and objectives of the Strategic Plan (SP). The findings and recommendations of the MTA were to be taken as the starting point of a participatory process to

1. Revise and update the SP, making any adjustments considered necessary to improve ICBL-CMC’s performance for the remainder of the SP period, 2012-2015;
2. Develop new goals and objectives for ICBL-CMC for the period 2015-2020, including an assessment of civil society’s added value to the Mine Ban Treaty (MBT) and the Convention on Cluster Munitions (CCM), and taking into consideration the international environment in humanitarian disarmament advocacy and research, as well as financial possibilities.

The contents of this document presents the outcome of this review.

2. Review Process

The MTA process and report

The MTA was carried out by an external consultant in January 2014. Proceeding from a desk study of all relevant ICBL-CMC documentation, the MTA was based on in-depth consultations with Members of the Governance Board, the Monitor Editorial Team and staff, backed up by questionnaires sent to ICBL-CMC members and donors. Responses to questionnaires were received from 38 ICBL-CMC members and 5 donors.

A copy of the MTA conclusions and recommendations, and ICBL-CMC's response to each recommendation as of 1 September 2014 are available upon request.

The Strategic Plan Review Retreat

From 11-13 April 2014, the Governance Board of the ICBL-CMC, staff, and the Coordinator of the Survivors Network Project held a two-and-a-half day retreat to build upon the recommendations of the MTA report and take appropriate decisions.

The retreat followed a **step-by-step approach to prioritising within the existing strategic plan and developing strategies for each prioritised objective.**

This started with a **review of what had been achieved** so far in the lifetime of the strategic plan (2012-2014) and **an analysis of what ICBL-CMC's contribution to outcomes was**, through a review of the context in which ICBL-CMC works and its own capacities, to the process **of prioritising strategic objectives and developing strategies for each prioritised objective.** The context analysis, revised objectives and strategies to achieve them are presented below.

3. ICBL-CMC's contribution to outcomes

The MTA identified areas where the ICBL-CMC was considered to have the greatest impact. In all of them, the role of the Monitor in ICBL-CMC's work towards achievements of these objectives was emphasised. They are presented below in a synthesized way. More information about the rationale that led to these conclusions is available upon request, or can also be found in our different report of activities.

Since 2012, areas where ICBL-CMC was considered bringing a strong added value included the following:

- **CCM Universalisation.** With 17 new states parties since 2012, the CMC has been essential to accession to /ratification of the CCM through the coordinated actions of its members at national and international level, and through the partnership with all stakeholders. The pace of new accessions/ratifications is also the result of a combination of factors outside of CMC's influence.
- **Condemnation of new use of cluster munitions or APLS.** The ICBL-CMC has influenced States Parties heavily in their condemnation of the new use of cluster munitions or APLs. By doing so, it strongly contributed to upholding the norm of the ban on both weapons.
- **Significant and useful pressure on States Parties to the MBT to complete their Article 5 obligations.** Similar situation can be seen with **States Parties to CCM to complete their Article 4 obligations.**

- **CM and APL stockpile destruction.** The CMC has been one of the key drivers of stockpile destruction through its advocacy (e.g. Denmark). CMC members, like NPA, also provided key technical support to SPs to achieve this objective. The ICBL has maintained its influence on MBT States Parties, notably to ensure that these states which are in violation of the convention because of past stockpile destruction deadlines, are getting back on track.
- **Improved accessibility and sustainability of victim assistance.** ICBL-CMC has been an important influence on states' thinking and actions, assisting them to 1) make the link between VA and disability rights, 2) understanding what is really meant by VA, 3) increasing access to services (which benefit other PwDs) in some countries; and 4) among donor states, recognize the need for twin-track funding for victim assistance. This is a result of ICBL-CMC's research and advocacy at the international level and support to strengthen the work of national campaigns on VA.
- **Increased participation of victims in decision making.** ICBL-CMC is able to influence this at the formal, international level and to support national campaigns in their efforts to influence this in their countries. It has played an important role in getting all states to involve victims in national programming and planning, and in coordination mechanisms and to ensure that victims have a voice at the international level.
- **CCM interpretive issues:** CMC was able to have great influence in this area as most countries that have expressed their views, or adopted legislations, on interpretive issues are in agreement with CMC's policy.
- **Planning to complete clearance.** ICBL-CMC was considered to **have some impact in ensuring States Parties have a plan to complete clearance and realistic estimates of contamination** , both on APL and CM, particularly in relation to the extension requests process for the MBT
- **Financial contributions to clearance.** National campaigns in some countries have helped maintained or increased funding at national level. In some countries, donors have responded positively to our messages on efficient use of funding. SPs have responded to the Monitor's reports on financial contributions to clearance, both national and international, and their ranking in comparison with other SPs.

4. Updating the context analysis

Four issues of both the external context and the internal organisation of ICBL-CMC were considered during the SP review, through a participatory and inclusive process. They included:

- a. Challenges remaining to the universalisation and implementation of the MBT and CCM
- b. A review of ICBL-CMC's mandate and how this determines what activities it should engage in.
- c. What is ICBL-CMC's comparative advantage over other stakeholders and / or added value to the universalisation and implementation of the treaties?
- d. A review of the capacities available to ICBL-CMC, including human resources in the staff, GB and members, the resources contained within the network and member organisations, financial resources.
- e. A review of other stakeholders with whom ICBL-CMC needs to work with, including states, donors, multi-lateral agencies, NGOs, media etc.

a. Challenges remaining to the universalisation and implementation of the MBT and CCM

The ICBL-CMC reaffirmed that its highest priority for the remainder of the Strategic Plan period was universalization of the Convention on Cluster Munitions, especially in the lead up to the Convention's

first Review Conference. The organization will also give top priority to preventing and reacting to any instances of use of cluster munitions or antipersonnel mines.

Universalisation of the Convention on Cluster Munitions.

A total of 113 states have signed or acceded to the Convention on Cluster Munitions, of which 84 are States Parties legally bound by all of the convention's provisions. Forty-two countries that have used, produced, exported, and/or stockpiled cluster munitions have joined the convention, thereby committing to never engage in those banned activities again. Five countries have acceded to date, most recently Saint Kitts and Nevis on 13 September 2013. The last ratification was Iraq on 14 May 2013. Many of the 29 remaining signatories are in the process of either consulting on ratification or engaging in parliamentary approval of ratification. Some states must complete national implementation legislation before they can ratify. As the first review conference for the CCM approaches in September 2015, sustained and proactive efforts to universalise the treaty and cement the norms it has established are critical.

Use

Despite the strong stigma that has been built against the use of antipersonnel mines and cluster munitions, there have been a limited number of instances of use (confirmed or alleged) of both weapons. The most serious cases were the admission of use of a significant number of antipersonnel mines by members of Yemen's Republican Guard in 2011-12 as well as ongoing extensive use of cluster munitions by the Syrian government and new reports of use of cluster munitions in Ukraine. In order to stop these acts and prevent further use of either weapons, it is imperative that the international community strongly condemn such use, call for an immediate halt if ongoing, and seek investigations in case of alleged use. Proactive prevention efforts, including working on use moratoria by states not party to the conventions, are also important. The new Committee on Cooperative Compliance under the Mine Ban Treaty presents an excellent opportunity to foster greater state ownership on this issue, and may provide a good model for the CCM if needed.

Clearance

There are 32 States Parties to the Mine Ban Treaty that still have antipersonnel landmine contamination, while 26 States Parties have become mine-free since 1999. Twelve States Parties or signatories to the Convention on Cluster Munitions are contaminated, and three have reported completing their clearance obligation since the Convention entered into force. The main remaining challenge is to apply land release techniques in the most efficient possible way while working swiftly towards completion. This will improve productivity rates and hopefully sustain donor interest. The ICBL-CMC believes that, if the right resources are spent the right way, all current States Parties to the Mine Ban Treaty can complete mine clearance within the next ten years, while all current States Parties and signatories to the Convention on Cluster Munitions can complete clearance within ten years except for a very small number of heavily affected states. However, in a number of countries such as Ethiopia, Senegal or Turkey, political will to get the job done or to even get the job started is missing cruelly.

Victim Assistance

While assistance must be available for the lifetime of all victims, States Parties to both conventions may be said to have "completed" their obligations when they have ensured that they are adequately and sustainably meeting the needs and protecting the rights of victims, including through broader frameworks such as those for development or disability. There are 30 States Parties to the Mine Ban

Treaty with significant numbers of victims in need of assistance, while 16 States Parties and signatories to the Convention on Cluster Munitions are responsible for survivors on their territory. Most have put in place coordination mechanisms and many have created national action plans, while some have reviewed national laws and policies to align them with convention obligations. However survivors still report pervasive and sometimes systematic violations of their fundamental rights. The main remaining challenges consist of making mechanisms effective, implementing plans, and enforcing laws and policies in order to improve the availability, accessibility and sustainability of services.

a. ICBL-CMC's mandate and how this determines what activities it should engage in

It was agreed that ICBL-CMC's existing mission remained relevant to the overall purpose of achieving the ICBL-CMC's vision through promoting the Mine Ban Treaty and the Convention on Cluster Munitions.

b. ICBL-CMC's comparative advantage / added value

Incorporating the MTA findings, the review reaffirmed the added value ICBL-CMC brings to both treaties. ICBL-CMC is:

- Leading, maintaining, and coordinating a diverse, global network of national campaigns, including providing strategic, political, and financial support to campaigners;
- Bringing field experience to the international scene – no one else does this. Opens door of national campaigns to the international arena;
- Speaking as civil society with a single voice to give clear, compelling messages;
- Providing policy guidance and strategic input to proactively drive forward the work of both treaties (e.g. challenge to Complete);
- Making linkages between different actors at the international and national level that are essential for creating policies and getting action on the ground;
- Acts as watchdog on both treaties: uses the Landmine and Cluster Munition Report to inform the international community about issues of concern and to put pressure on individual states to modify their behaviour;
- Possesses the strengths of diversity and global reach in its network.

Capacities available to ICBL-CMC

In the challenging global context, the review of ICBL-CMC capacities provided the opportunity to reaffirm that the strength of the ICBL-CMC relies on the diversity, expertise, commitment and global reach of its network. It also allowed the ICBL-CMC to list some of the challenges the ICBL-CMC needed to adapt to.

Capacities include:

- Individual and collective capabilities of member organisations: national / regional NGOs, survivor organisations, larger campaign NGOs;

- Human resources: staff, Monitor researchers, member leadership, operators (contributing field experience and technical expertise), campaign members;
 - There is a trend for reduced human resources (in the staff) over time;
 - Leadership: the ICBL-CMC still counts as members large international organisations and strong campaigns in heavily affected countries;
- Identity and history, including the Nobel Peace Prize, international credibility which gives ICBL-CMC a seat at the table;
- Institutional knowledge from both campaigns, with the note that this needs to be safeguarded;
- Partnerships with ICRC, UN and other international agencies;
- Personal investment of individual campaigners.

Challenges include:

- **Reduced financial resources**
 - Continuing trend towards much lower availability of financial resources from all donor sources for ICBL-CMC's work;
 - Reduced funding from institutional donors will demand a reduction in ICBL-CMC's advocacy and research activities, even though donors continue to appreciate monitoring and research still need financing;
 - Institutional donors indicated at Maputo that financing "global conferences and coalition secretariat" will be difficult at this stage;
 - Available funds are insufficient to respond to many requests by survivors' networks for capacity building;
 - Private foundations have no interest in funding ICBL-CMC advocacy and research at this stage of both campaigns.
- **Member mobilisation.** More needs to be done here to ensure leadership and initiative are exercised by a broader section of the network.
- **Network capacity has been reduced over time.** Many factors – including the development of new disarmament campaigns, shifting priorities in-country and resources constraints – have reduced the number of active campaigns, even if the actual number of members has not changed much.

c. Key stakeholders

This review reaffirmed the need to continue to closely work with of all our current different partners.

5. Revised Strategic Goals and Objectives

In order to move closer to realizing our vision, the ICBL-CMC will frame its work within three strategic areas of focus, with the highest priority given to universalizing membership and the norm of the CCM followed by some areas of clearance and victim assistance:

1. the ban of antipersonnel landmines and cluster munitions;
2. clearance;
3. victim assistance

During the SP Review, it was agreed that there was **no need to have a separate Goal 4¹** as the actions related to the **goal 4 objectives should be incorporated into the activities and working methods of the other three goals**

The Review **also pointed out that having strategic priorities would not exclude working on other areas of the strategic plan or the treaties**, but it was agreed that the **ICBL-CMC's limited resources would be channelled primarily towards the newly identified strategic priorities** .

Finally, as the strategic plan has less than 2 years to run, it was also agreed that **the work of the review process would most likely continue to have relevance beyond 2015** and could be used as the starting point for a further strategic planning exercise.

The revised strategic objectives for the ICBL-CMC are presented below.

¹ Goal 4 of the 2012-2015 SP: “ ICBL-CMC as the authoritative civil society voice on antipersonnel landmines and cluster munitions keeping states and other stakeholders informed and engaged”

ICBL-CMC REVISED STRATEGIC PRIORITIES UNTIL END OF 2015

Goal 1 *No more use of landmines or cluster munitions*

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

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

Goal 2 *A significant decrease in land contaminated by landmines and cluster munitions*

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

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

Goal 3 *Measurable progress in the quality of life for victims of mines and cluster munitions;*

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

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

The remaining strategic objectives were given the following ranking:

- **Medium priority:** # 3 (CCM stockpile destruction), #5 (CCM interpretive issues), #9 (national contributions to clearance and sufficient international resources mobilized and used effectively and efficiently)
- **Low priority:** # 4 (MBT stockpile destruction), #6 (MBT universalisation), #16 (Awareness on the rights and needs of victims in states not party)
- **Strategic objectives # 7** (Additional states have export or production moratoriums on APIs and CM), #11 (Increased number of SPs to the MBT to complete their Article 5 obligations), #12 (Increased number of SPs to the CCM complete their Article 4 obligations) and #14 (SPs clearly identify financial and technical requirements to implement VA within CAP or/and VAP and receive adequate support by national and international stakeholders) **were dropped from the existing strategic plan.** # 11 and #12 were assessed to be indicators of # 8. For # 14, ICBL-CMC's potential to influence the objective's achievement was considered minimal.

6. Strategies to achieve ICBL-CMC revised strategic objectives

Strategies to achieve the revised strategic objectives were refined as follows:

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

The ICBL-CMC has set a target of 25 new States Parties (ratifications and accessions) by the time of the CCM 1st Review Conference in Dubrovnik, September 2015. This strategy will demand a concentration of resources to make it successful, and is considered an urgent priority.

A dedicated Task Group is coordinating actions and decide on specific country strategies.

Implementation of this strategy will involve targeted, country-specific advocacy campaigns for which data collection about national situations remains key, support to national campaigns, developing/nurturing partnerships to maximise influence, and coordinated media action and communication.

Relevant activities will be chosen according to the specific national context among activities described in section 4.a. The global CMC strategy will be defined in the future by an increased focus; plans of action tailored to each target country and enhanced coordination to maximise the input of CMC members and complementarity of all stakeholders involved.

Obj. 4 No new use of cluster munitions and antipersonnel landmines and any new use is condemned

This objective demands a balance of reactive (condemnation) and proactive action. No use is clearly connected to universalisation of both treaties and continued stigmatization of both weapons.

The strategy involves **a continuation of how ICBL-CMC has been working until now** with the difference that there would **be a greater reliance on campaigning tools, greater importance and prominence given to the moral argument, and a more aggressive use of public media** to put pressure on users and producers.

Reactive action includes:

1. Research to confirm cases;
2. Working to get condemnation of individual cases of use through national statements, UN resolutions, EU statements or resolutions, and MSP outcome documents;
3. Reaction in the media and social media;

Proactive efforts includes:

1. Research and monitoring, work towards universalisation, documenting states' condemnations and otherwise demonstrating the stigma against use;
2. Working at the political and diplomatic levels to put preventative pressure on states involved in ongoing conflicts.

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

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

A single strategy is to be applied to realise both objectives.

The strategy involves a country-by-country focus with specific actions tailored to the specific country context. Getting information about the country is essential. The key element of the strategy is to have an agreed list of priority countries, each with their own strategy, which is then communicated to all relevant actors.

Implementation of this strategy involves the convening of a new coordination mechanism or body, comprising the Monitor, staff, national members, and mine action operators.

More specifically the strategy includes:

1. Research the specific situation in affected States Parties: collecting information from operators and states;
2. Develop a list of priority countries on the basis of analysis and then develop an agreed policy and strategy (approach and set of actions) for each country;
3. Daily engagement in priority countries, according to the specific country strategy;
4. Engage external stakeholders in country to lend support, technical assistance, apply pressure. UN agencies, donors;
5. Public finger pointing – naming and shaming, by means of various public media;
6. Engage with the new MBT committee in Geneva that will enable SP's to review each other's plans;
7. Monitoring and feedback, through constant communication with the new coordination body.

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

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

A single strategy is to be applied to realise both these objectives. The single strategy also covers victims of CM and APL, as they have the same needs and rights.

The strategy demands that individual country specific strategies must be developed, based on initial research and analysis. These include

1. Technical assistance and financial support to be extended to national campaign (including survivor networks) and other stakeholders in affected countries;
2. Advocacy and advice to the treaties' leadership and States Parties;
3. Engagement of, and work with, CPRD actors and other external stakeholders at both international and national levels. This is to ensure inclusion and participation of survivors across a range of instruments and programmes, and also to 'join up the dots' in VA and establish one voice;
4. Ensuring participation of survivors at the international and national levels.