



Ordinary People, Extraordinary Impact

Strategic Plan 2023-2026

A NOTE FROM THE BOARD

Dear Friends,

This is an exciting time for Mines Action Canada.

Under the leadership of Paul Hannon, Mines Action Canada has been a global leader in humanitarian disarmament for at least twenty-five years. This new strategic plan comes as he transitions to retirement and a new generation takes the helm. Based on the strong foundation built over the past decades, MAC looks to the future confident in both the continued importance of its mission and its organizational direction under our incoming Executive Director, Erin Hunt.

Since its founding in 1994, Mines Action Canada has been a global leader in what we now call humanitarian disarmament. Now as it always has been, people are at the centre of our work.

In the last ten years, MAC has:

- founded two successful global campaigns and joined another;
- negotiated a new humanitarian disarmament treaty and a political declaration;
- supported Canada's ratification of the Convention on Cluster Munitions;
- celebrated a second Nobel Peace Prize win;
- redesigned our youth program;
- contributed to the rise of gender sensitive policies; and
- successfully advocated for stronger Canadian policies and positions on all the issues we work on.

Across all this work and achievement, MAC has built a community and a movement for humanitarian disarmament in Canada and beyond. We have also strengthened our partnerships with universities, joined networks and working groups with like-minded organizations, cultivated a reputation for pragmatic policy advice and persuasive advocacy, supported dozens of students and young people to be heard in disarmament, and worked with all parties in Canada's parliament to make change.

MAC's belief in 'Ordinary people having an extraordinary impact' has been a key driver of our success thus far and continues to be a guiding principle for this Strategic Plan.

Going forward MAC will build on that principle and key values of sustainability, courage, partnership, gender sensitivity, inclusivity and empowerment, cultural and historic awareness, human rights, and equity, equality and fairness.

Most importantly, MAC remains committed to a vision of a world in which individual and communal rights and dignities are no longer ravaged by the devastating impact of armed conflict. This strategic plan is our three-year roadmap to achieving that vision.

In Solidarity,

Jacqueline Edwards and Mark Tymm

Co-Chairs, Board of Directors

FROM THE EXECUTIVE DIRECTORS

It is a time for transition at Mines Action Canada. After years of successful campaigning, we are embarking on a new and exciting chapter. This new strategic plan is being released at a time of transition for MAC and for the global community.

As we undergo this planned leadership transition, as MAC's current and future leaders, we are committed to implementing this strategic plan in an organized and comprehensive way. We recognize with the ongoing transition that the first year and a half of the plan's implementation will have to focus on the inward-looking strategic directions so that the second half of the plan can be devoted to exceeding our goals under the outward looking strategic directions.

We are committed to using this strategic plan as a framework for guiding MAC's operations and its development. We intend to regularly review progress towards our vision and to make changes to the plan as our environment continues to evolve. The global disarmament environment continues to change in response to the impact of the COVID-19 pandemic, the invasion of Ukraine and other ongoing conflicts, the rise of feminist foreign policies and a pushback against multilateralism. We know that humanitarian disarmament can build a safer and more peaceful world in the face of these challenges.

Night after night the news shows us the importance of eliminating the harm caused by indiscriminate and inhumane weapons. The human impact is what motivates us to continue our work. This strategic plan will help us translate our motivation into effective actions.

We look forward to continuing our work as an organization which provides a way for supporting "ordinary people having an extraordinary impact."

Paul Hannon and Erin Hunt

MINES ACTION CANADA AT A GLANCE

Vision, Mission, Values

VISION

MAC envisions a world in which individual and communal rights and dignities are no longer ravaged by the devastating impact of armed conflict

MISSION

Motivated by peace and social justice, we use advocacy and action to eliminate the harm caused by indiscriminate and inhumane weapons and to restore the rights and dignity of individuals and communities affected by armed conflict.

VALUES

Sustainability
Courage
Partnership
Feminism, inclusivity and empowerment
People Centered
Cultural and historic sensitivity
Human Rights; Equity; Equality and Fairness



HOW WE WORK

LEADERSHIP IN HUMANITARIAN DISARMAMENT

1. Analysis, advocacy and strategic leadership of both international and domestic campaigns - to protect civilian populations in the event of armed conflict by:
 - a. Restricting or prohibiting the use and manufacture of certain weapons and classes of weapons.
 - b. Supporting efforts to protect civilian populations in case of armed conflict.
 - c. Restoring areas affected by armed conflict to support safe and productive occupancy.
2. Capacity Development
3. Public education and engagement with a particular focus on youth and using a feminist lens to advance humanitarian disarmament

4. Ensuring disarmament is integral to the Sustainable Development Goals

OUR STRATEGIC DIRECTIONS 2023-26

MAC has defined five strategic directions which it will pursue in the next three years. Strategic directions 1, 2 and 3 are “outward facing”; they identify the impact that MAC wants to have. Strategic Directions 4 and 5 relate to building MAC’s capacity and improving its sustainability and its ability to communicate with and engage the public.

1. Position MAC to continue being a leader, domestically and internationally, in campaigns and advocacy to eliminate the serious humanitarian, environmental and developmental consequences of landmines, explosive remnants of war and other indiscriminate and inhumane weapons.
2. Increase youth Involvement with MAC and leadership in Humanitarian Disarmament.
3. Provide domestic and international leadership to promote Gender and Disarmament as central to humanitarian disarmament.
4. Build MAC’s sustainable organizational capacity.
5. Create a strong organizational brand and build capacity for public engagement.

Strategic Direction	Goals
Position MAC to continue being a leader domestically and internationally in campaigns and advocacy to eliminate the serious humanitarian, environmental and developmental consequences of indiscriminate and inhumane weapons	<ul style="list-style-type: none"> ● MAC continues to be a visible (go-to) leader in Canada on humanitarian disarmament. ● Measurable progress achieved through “cross cutting and provocative” international campaigns . ● Clarify and agree on “global indicators of progress” in alignment with the sector wide theory of change to utilize in measuring and monitoring progress /impact of advocacy and campaigns.
Increase Youth Involvement with MAC and leadership in Humanitarian Disarmament	<ul style="list-style-type: none"> ● Youth take on leadership roles within campaigns. ● Strong network of youth impacted by MAC programming and engaged in humanitarian disarmament activities.
Provide domestic and international leadership to promote Gender and Disarmament as central to humanitarian disarmament	<ul style="list-style-type: none"> ● MAC is known for its work in gender and humanitarian disarmament. ● Gender and disarmament are recognized as a foundation of the humanitarian disarmament sector by 2026.
Build MAC’s Sustainable Organizational Capacity	<ul style="list-style-type: none"> ● A strong transition between executive directors. ● MAC is well governed. The Board works in partnership with the Executive Director. ● MAC has a clear and realistic business model which sustains the organization, its campaigns and activities.
Create a strong organizational brand and build capacity for public engagement	<ul style="list-style-type: none"> ● Create a strong brand <ul style="list-style-type: none"> ○ Clear statement of raison d’etre (Identity Statement/ elevator statement). ○ Clear statement of MAC’s “Theory of Change” (reviewed and updated at least annually). ○ Effective communications programme to ensure all stakeholders understand what MAC does. ● Build capacity for public engagement <ul style="list-style-type: none"> ○ Use multiple communication platforms selectively and strategically to inform the public and motivate supporters to take specific actions. ○ Grow our community by at least 10% across the priority platforms we identify, focusing especially on growth among young people to reach new donors, supporters and potential activists.

WHAT DOES THE FUTURE LOOK LIKE?

