



International Trust Fund

STRATEGY 2009 – 2013

1 January 2009 – 31 December 2013

“The Government of the Republic of Slovenia recognizes that the growth and expansion of the ITF arises from its endeavours and excellent results achieved in combating the scourge of landmines in South East Europe and beyond.

ITF contribution to the global fight against landmines and especially to the one in South East Europe cannot and must not be measured solely by numbers and statistical data. Instead this contribution must be viewed in terms of its input to the restoration of conditions for cultural, social and economic lives of individuals and communities living in or emerging from war-torn societies.

The ITF Strategy 2009 – 2013 where the broadening of the scope of operation, in both geographical and technical sense has been envisaged was brought to the attention of the Government of the Republic of Slovenia. We firmly believe that the new strategic orientation will enable the ITF not only to continue its humanitarian work but also to improve its functionality and efficiency.

In our joint efforts to build a world free of the threat from post-conflict and disruptive challenges, and where the security of individuals and communities would be assured, the support of the donor community will be required and highly appreciated.”

Mr Borut Pahor, Prime Minister of Republic of Slovenia

THE SETTING

The ITF was established by the Government of Slovenia in March 1998 to assist Bosnia and Herzegovina in implementing the Dayton Agreement of December 1995 by raising funds, providing services and managing mine action projects. Since its inception, the ITF has focused its fundraising activities and support to humanitarian mine action in SE Europe.

As national authorities become more able to address their mine problem unaided, and as the socio-economic impact from landmines and unexploded ordnance (UXO) becomes less acute, there will be a reduced need for ITF assistance within SE Europe. Indeed, this reduced assistance demonstrates the success of the ITF, mine-affected states, international organisations, donors, implementing organisations and civil society working together to achieve a common goal of substantially reducing the socio-economic impact of landmines and UXO in SE Europe.

As the impact from landmines and UXO in SE Europe becomes less severe, there is a growing need to address other post-conflict and disruptive challenges, to support Security Sector Reform (SSR) and Disarmament, Demobilisation and Reintegration (DDR) programmes, and to combat violence and terrorism from the illicit ownership and use of small arms and light weapons (SALW). Such challenges pose a potential threat to human security just as serious as the danger from landmines and UXO.

The ITF Strategy for the period 2009 – 2013 has been developed to apply the organisation’s capabilities to a range of post-conflict and disruptive challenges over the next five years. Such challenges are constantly changing in form and degree, and as such the ITF will need to be forward-looking and agile.

HUMAN SECURITY

Since the end of the Cold War, armed conflicts have increasingly taken place within, and not between, states. National security remains important, but in a world where war between states is becoming rare the concept of human security is gaining importance. For some proponents of human security, the term is limited to threats from violence; for others the term is used to address a broader range of threats including hunger, disease, natural disasters and other disruptive challenges affecting individuals and communities. This strategy has adopted the broader concept of human security.

The Government of Slovenia is a strong supporter of policies, organisations, programmes and international initiatives which strengthen human security. Slovenia chaired the Human Security Network in 2006 and 2007, and placed great emphasis on the concept of human security during its Presidency of the European Union in 2008. By definition, mine action, the control of SALW and other post-conflict work contribute to the goals of human security.

The revised name of the ITF: *International Trust Fund to Enhance Human Security* recognises the need for the organisation to address a broad range of global post-conflict and disruptive challenges which threaten the security of individuals and communities.

ITF CAPABILITIES

The work of the ITF over the period of this strategy shall take full advantage of the organisation's unique capabilities and strengths, which include: a proven track record of raising and managing funds in an open and transparent manner; a tendering system and project management services which are well respected and effective, and conform to international best practice; a very low overhead charge; and an understanding of the unique requirements of national mine action programmes in SE Europe. The systems and procedures used by the ITF to support mine action in the region could be adapted for use in other sectors and other countries, albeit with some technical changes.

VISION

Our vision is a world free of the threat from post-conflict and disruptive challenges, including landmines, explosive remnants of war (ERW) and the illicit ownership and use of SALW, and where the security of individuals and communities is assured.

ERW include UXO and abandoned explosive ordnance.

Disruptive challenges are incidents, including natural and human made disasters, which overwhelm local disaster management capabilities and plans.

MISSION

The mission of the ITF is to enable countries and organisations recover from post-conflict and disruptive challenges, and to assure the security of individuals and communities in countries recovering from conflict. This will be achieved by:

- (1) raising and managing funds from a wide range of donors;
- (2) identifying and managing projects on behalf of national authorities and donors; and
- (3) developing national and regional capacities to manage programmes and projects more effectively and efficiently.

The ITF will focus its efforts on projects in SE Europe. High impact projects in other post-conflict countries will be supported by the ITF only to meet clearly defined needs, at the invitation of national authorities, and with financial support of international donors.

VALUES AND BELIEFS

In conducting its work, the ITF shall adhere to the following values and beliefs:

- (1) Human rights. The ITF shall ensure that its activities, decisions and priorities protect the basic rights and freedoms of individuals as enshrined in the *Universal Declaration of Human Rights*.
- (2) Ethical values. The ITF shall ensure that its activities, decisions and priorities are consistent with the organisation's ethical values – which recognise the global diversity of religious, cultural and legal perspectives.
- (3) Diversity. ITF projects shall encourage and enable people to work with others in a diverse environment, respecting differences in age, disability, gender, race and religion.
- (4) Carbon footprint. The ITF shall conduct its work in a manner which limits its carbon footprint. The organisation aims to be carbon neutral by no later than 31 December 2010.

GUIDING PRINCIPLES

ITF's approach shall be in accordance with the following guiding principles:

- (1) Regional approach. A key element of the ITF's success in SE Europe has been its facilitation of a regional approach to mine action and by contributing to regional structures and systems. Encouraging regional cooperation is an important confidence-building measure, particularly in countries emerging from conflict. The ITF shall adopt a similar regional approach to its broader mission as defined in this strategy for 2009 - 2013.
- (2) Partnerships. The ITF shall conduct its work in close partnership with donors, international organisations, national authorities and implementing organisations. A cornerstone of the ITF's strategy is the donor matching mechanism in SE Europe in which the US Government provides for selected projects an additional dollar for each dollar provided by other donors.
- (3) National primacy. The ITF recognises that the primary responsibility for addressing post-conflict and disruptive challenges lies with the national authorities of an affected state. National authorities are responsible for establishing the national and local conditions which enable the effective management of programmes and projects which aim to address post-conflict and disruptive challenges. National authorities are ultimately responsible for all phases and all facets of programmes and projects within their national boundaries, including the development of appropriate standards, SOPs and instructions.
- (4) Capacity development. The ITF recognises the importance of encouraging and enabling national authorities to accept full national ownership of post-conflict and disruptive challenges. The ITF shall work to develop national capacities by sharing its successful approach and procedures for raising funds and managing projects. Capacity development is the process by which individuals, institutions and societies (individually and collectively) perform functions, solve problems and set and achieve objectives.
- (5) Humanitarian focus. The ITF recognises that post-conflict and disruptive challenges are first and foremost a humanitarian concern and should be addressed from the humanitarian perspective. In this regard, the selection of ITF-supported national programmes and local projects should reflect the fundamental humanitarian principles

of neutrality, impartiality and humanity. The ITF's work shall be focused on giving support to those who are most vulnerable.

- (6) Consistency with MDGs¹. The ITF's work shall, wherever possible, be aimed at supporting the UN's Millennium Development Goals.
- (7) Transparency. The ITF has earned a reputation for full transparency of its work in SE Europe. Transparency builds confidence that funds are being used effectively and as intended. The ITF achieves transparency through its organisational procedures and the attitude of its staff.

GOALS

- (1) Goal 1. The ITF shall work with national authorities and in partnership with donors, NGOs, the private sector, international and regional organisations and others to reduce the humanitarian and socio-economic threats from landmines and ERW.
 - (a) The ITF's main effort in mine action shall continue to be in SE Europe.
 - (b) The ITF shall support mine action projects in countries outside of SE Europe at the invitation of national authorities to meet clearly defined needs, and with the financial support of international donors.
 - (c) The ITF shall commit a greater proportion of its effort to developing the capacities of its national partners. In particular, the ITF shall assist national mine action authorities to establish fundraising strategies and systems, and develop appropriate and effective project management systems and tools, and by doing so accelerate their transition to full national ownership.
 - (d) End state. The end state shall be when national authorities are able to raise sufficient funds and manage their mine action programmes effectively and efficiently without international assistance.
- (2) Goal 2. The ITF shall work with national authorities and in partnership with donors, NGOs, the private sector, international and regional organisations and others to reduce the threats to human security from post-conflict challenges other than landmines and ERW, and to support SSR and DDR programmes.
 - (a) During 2009, the ITF shall identify at least one pilot project in SE Europe where it can apply its fundraising and project management experience to a post-conflict challenge, other than landmines and ERW.
 - (b) During 2009, the ITF shall identify one pilot project outside SE Europe where it can apply its fund-raising and project management experience to a post-conflict challenge, other than landmines and ERW.
 - (c) Based on the lessons learned from the above two pilot projects, the ITF shall expand its work to cover other fund-raising, project management and capacity development projects which aim to address post-conflict challenges other than landmines and ERW.

¹ The MDGs represent a global partnership that has grown from the commitments and targets established at the world summits of the 1990s. Responding to the world's main development challenges and to the calls of civil society, the MDGs promote poverty reduction, education, maternal health, gender equality, and aim at combating child mortality, AIDS and other diseases. Set for the year 2015, the MDGs are an agreed set of goals that can be achieved if all actors work together and do their part. Poor countries have pledged to govern better, and invest in their people through health care and education. Rich countries have pledged to support them, through aid, debt relief, and fairer trade.

- (d) End state. The end state shall be when national authorities are able to raise sufficient funds and manage their post-conflict programmes and projects, other than landmines and ERW, effectively and efficiently without international assistance.
- (3) Goal 3. The ITF shall work with national authorities and in partnership with donors, NGOs, the private sector, international and regional organisations and others to reduce the threats to human security from disruptive challenges.
- (a) During 2009, the ITF shall identify one pilot project in SE Europe where it can apply its fund-raising and project management experience to disruptive challenges.
- (b) During 2009, the ITF shall identify one pilot project outside SE Europe where it can apply its fund-raising and project management experience to disruptive challenges.
- (c) Based on the lessons learned from the above two pilot projects, the ITF shall expand its work to cover other fund-raising, project management and capacity development projects which aim to address disruptive challenges.
- (d) End state. The end state shall be when national authorities are able to raise sufficient funds and manage their programmes and projects, addressing disruptive challenges, effectively and efficiently without international assistance.

Examples of indicative projects in which the ITF may become involved over the period 2009 – 2013 are given in Table 1.

Potential ITF Project	Goal 1	Goal 2	Goal 3
Demining in BiH	•		
UXO clearance in Serbia	•		
Victim assistance in UNMIK/Kosovo	•		
Structural support to mine action programme management in Azerbaijan	•		
SALW and border management in Central Asia		•	•
Develop national capacity in mine action project management	•		
Improvement in community-based medical and social services for survivors	•	•	•
Develop national capacity in SALW project management		•	
Develop national capacity in the raising and management of funds	•	•	•
Assistance in quality management	•	•	•
Provide fund management for New Member States of the European Union	•	•	•
Assistance in the clearance of ERW following the explosion at Gerdec, Albania		•	•
Develop national mine action capacity in Georgia	•	•	

Table 1: examples of indicative ITF projects

ITF ORGANISATION

The organisation and staffing of the ITF has evolved to meet its historical mission and regional focus. As the ITF expands the scope of its work it will need to refine its status, organisation and staffing. In particular:

- (1) The legal status of the ITF shall change to that of an international non-profit organisation with its headquarters in Slovenia.
- (2) The composition of the ITF's staff shall reflect the organisation's expanded international mission.
- (3) The ITF staff shall develop additional technical competences which will enable the organisation to achieve Goals 2 and 3. Initially, these additional competences may be acquired using technical advisors.

- (4) The composition and status of the ITF's bodies shall be revised to meet the organisation's revised legal status and its expanded mission.

3 YEAR PLANS

The ITF shall develop 3 year plans which are consistent with the mission of this strategy and which aim to achieve Goals 1, 2 and 3. The 3 year plans shall include strategic objectives: one strategic objective for each Goal. The strategic objectives shall be specific, measurable (see below), acceptable, realistic and time-based.

The 3 year plans shall define how the ITF will achieve each strategic objective, and shall set annual targets for the organisation.

The 3 year plans shall be revised annually in consultation with the ITF's Board of Advisors.

MEASURING PERFORMANCE

The ITF recognises the importance of measuring its performance. This covers not only the ITF's ability to achieve the organisation's goals and strategic objectives, but also to determine the effectiveness and efficiency of the ITF's systems and procedures, and thus the quality of its work.