



So you want to hold a landmines conference?

INTERNATIONAL CAMPAIGN TO BAN LANDMINES -
SEPTEMBER 2000



mines are from mars, visas are from venus...





We have all used conferences, seminars and workshops as an organizing and advocacy tool in the ICBL. They have helped enormously in our networking, spreading our message, educating our members and others, lobbying governments and strategizing for further action. Here we have recorded some lessons learned, identified challenges, shared some of what worked, and what was problematic, in order to help you organize your event. As every year looks more filled with conferences, seminars and workshops - we hope it helps some of you organising your first event avoid some of the mistakes we've all made, and make different ones at least! Please send in your own lessons learned from your conference organizing efforts.

It is divided into the following sections:

- Getting Started
- Timeline
- Budget/Proposal
- Organization/Staff/Volunteers
- Guests - Invitation List, Invitations, Visas, Travel, Logistics (below), Sponsorship, Participants List
- Programme Content
- Relations with Government/Allies/Public etc
- Logistics: Office, Accommodation, Food, Transport, Conference Venue, Translation/Interpretation Equipment, Reimbursements
- Media
- Events/Exhibits
- Report/Financial Report



getting started

Before you begin any preparations you should ask yourself several important questions. The most important is 'WHY hold a meeting?' If you cannot answer 'WHY' you might want to reconsider or not do it at this point in time.

- What is the objective of the meeting?
- To encourage ratifications?
- To encourage universalization?
- To encourage increased support for mine action and victim assistance programmes?
- To obtain and share new information? How will you do so?
- To enlarge and strengthen your campaign? Conduct strategic planning?
- To educate the public and new audiences?
- What is the plan of action that will come out of the meeting?
- What is the follow up and who will do it?
- Where will the money come from?
- Who will do the work?

If you can answer 'WHY' and the other questions, then get started. Remember that the most important things you will need to organize a successful conference are patience and humour! Now, get ready, organize well and have fun!

START EARLY! It is never too early. Particularly for regional or national events where you intend to have participants from various countries, it always takes longer than we think to raise funds, communicate with participants from countries where telecommunications may not always be efficient and reliable, to issue invitations, secure visas and travel arrangements.

A sample portion of a timeline might look like this:

TASK	WHO	WHAT/WHEN	WHAT/WHEN
Fundraising	Sue	Write proposal by 1 Jan	Send to potential donors by 5 Jan
Invitations	Marie	Write by 1 Feb	
"	Marie	Send by Fax 2 Feb	Send by Post 4 Feb
Hotel Booking	Anne	Visit/Get quotes from hotels/travel agent by 1 Feb	Decisions made by 15 Feb
"	Anne	Revised List to hotel/travel agent by 15 Mar	Final List by 15 Apr
			Follow up 1 Feb
			Follow Up faxes that didn't go through 10 Feb
			First List/Deposit made (if nec) by 1 Mar

This is a very important point for philosophical, as well as logistical, reasons. We often say, sincerely, we want to hold inclusive, representative meetings with as many people from Africa and Asia, for example, as Europe and North America. But we have often been stymied in our attempts at equal representation and participation, not necessarily by lack of will but of logistical planning. We have not allocated enough time to the bureaucracy involved in organizing events in the present state of the world of visas and travel - whether 'south-north' or 'south-south' or 'east-west'. Numerous potential participants have been unable to attend events simply because they could not get visas/travel arrangements completed in time. Until we start/succeed the campaign to abolish visa restrictions - we need to account for this in our planning and ensure participation by all by facilitating visas and travel arrangements from the start.

timeline

One of the most difficult things about organizing a conference is that MANY things need to be done simultaneously. You cannot afford to try to do things in sequence, finishing one task and then moving on to another. For example, as mentioned above - if you start too late on visas/travel for participants you risk having a well-organized event without the participation of important people who could not get visas. To ensure that all of the jobs are done on time, develop a timeline. Set deadlines for yourself to finish certain tasks in an area or check what is happening. For each area, decide who will do what, by when, and write it down, put it in a chart or a graph or on oversized paper and put it up in the office to remind you and your colleagues. Look at it, check it, follow it - even if you get behind or need to make adjustments, keep it as a guide to remind yourself of all of the tasks you need to be doing and following up on.





Do this for all areas, starting with preparing and circulating your funding proposal.

But remember not only to write it but also to consult it, particularly as you get closer to the event and busier. Then you might want to make, in addition to an overall, global timeline, daily charts of "WHO DOES WHAT TODAY" and put them up for the team to see.

budget/proposal

proposal writing:

Obviously an important part of your event is securing enough funding. There is not space for a guide on proposal writing. But several good sources exist. If you have not had experience writing funding proposals, do not be shy - seek assistance. Ask colleagues who have written proposals, ask donors, read other people's proposals, seek manuals. Most donors have guidelines for funding proposals and are happy to distribute them. Several NGOs have written manuals, such as NOVIB, a Dutch NGO. It is not as daunting a task as it seems, so do not be intimidated. Just remember to be as specific as possible. In trying to prepare your project proposal it can help you by forcing you and your colleagues to clarify your ideas, be as specific as possible and put down some of your ideas on paper when you otherwise might not have taken the opportunity to do so! Some tips to remember:

- Include all of your contact details (name, organisation, address, tel/fax etc)
- What do you want to organize when, for whom, why, where, how?
- How did your plan/project come about? What is the general context?
- What are the objectives of your event - both short and long term? What do you hope to achieve?
- How will you meet them? What organizational structure is in place or will you create to carry out the work? Is it your NGO? Will this NGO host or co-host the event, including logistics preparation?
- Who will you work with? Who will be your partners: Other NGOs, IOs, (UN, ICRC etc), your government, other people's organizations, etc.

- Include some background information about your organization/coalition.
- What other events/activities have you organized or participated in that have prepared you for this task?
- Describe your budget in detail, line item by line item. Before you do this you might want to do some homework and find out costs of items in your town, things you might not know already, like the cost of ticket there from Bangladesh for a participant you want to sponsor. How many participants might you want to sponsor? Call travel agents, hotels, conference venues, translators, and caterers. Ask them to send you quotes of their prices. Then you will have information on prices as well as to help you make decisions further down the road.
- Make sure your budget estimates correspond to activities described in your proposal.
- Include your timeline (a rough one!)
- Who will be responsible for bookkeeping?
- Who will be responsible for financial reporting?
- Follow up - will you produce a report of the meeting? Will it be translated? What other follow up will you do?
- How will you evaluate the event?

peddling you proposal: seeking funds:

It is always a good idea to start locally. Think of your contacts. Who might be likely to fund this particular event? What organizations, foundations, or governments have funded you, partner organizations or coalitions for similar activities in the past? Contact and send your proposal, with individual cover letters, to embassies, UN offices, foundations and international NGOs.

some possible funders for landmine-related events

1. **The Open Society Institute Landmines Project**
900 17th Street NW Suite 950
Washington, DC 20006 USA
Tel: + 1 202 496 2406/2409; FAX: + 1 202 955 5322; email: landmines@osi-dc.org

In addition, there are also regional Soros Foundations that you can approach. For their contact details, contact the above project.



2. **Embassies/missions often have project/event funding available.** Contact the one in your country or the regional one. Canada, Norway, Sweden, Netherlands, Denmark, France, Germany, UK, Australia, New Zealand, Japan, to name a few, have often supported landmine-related events in the past.
3. **UN offices:** UNICEF, UNDP, UNHCR, particularly where they are operational, have often supported landmine-related activities in addition to their own programmes. Again, it is best if you approach the local office rather than headquarters in NY or Geneva, if applicable, but if not, you can always try approaching headquarters.

4. **International NGOs:** Many of the large NGOs operating in countries around the world (such as the various Oxfams, the Save the Children alliance, Norwegian People's Aid, Handicap International) are active members of ICBL or supporters of the campaign. Many have campaigned in their home countries as well as funded other campaigning activities of partners in various countries. Contact those in your country - ask the ones you know for other contacts. Send to as many as you know - it cannot hurt.

5. **Church/Religious-based organizations:** Many have funds available for advocacy-related initiatives and have been supportive of landmine-related activities in the past and active members of national campaigns.

6. **Raising Funds:** In addition to writing a proposal and seeking funding you can also help raise funds yourself at home. This can be a good way to raise funds for other campaigning

activities, highlight your profile at home, give you another chance to get your message out, and get other members of your campaign involved in the event. You know what works better in your country, but other campaigns have printed and sold T-shirts with ban landmines logos, local handicrafts made by landmine survivors, as in Cambodia; held benefit concerts, dances, dinners, sporting events; auctions - any number of creative ways to raise funds locally.

organization/structure/staff

How will you structure yourself, your organization, and your coalition to organize this event? What structure will you use - your existing organization/campaign? Will you create a working group of members of several organizations in your campaign? Will your organization do the work - all of the dirty work? Do you have enough staff, or will you need to hire additional staff? These are essential questions that you need to address early on in the preparation: who will do the work?!

- How will decisions be made?
- Who will be responsible for each step in the organization? For hiring staff if need be, for supervising them? For supervising volunteers? For Logistics? Guests? Program Content? External relations? Media? Public Events? Fundraising? Finances?



- Will you have one overall coordinator responsible for all or delegate certain areas to different people who will be fully responsible for their areas? If so, who will be ultimately responsible?

If members of your coalition/campaign will be volunteering their time to take on particular tasks you should discuss from the start who will bear overall responsibility for coordinating all of the members/volunteers. Who will explain what you want them to do, by when, remind them, who will be the keeper of the timeline?! It is particularly important to clarify early and avoid problems later among you, in your coalition, because you are all equal members and do not have the lines of authority over one another that exist when you hire someone to do a job for you. What will happen if a member volunteers to do a job and does not complete it? Clarify this before you begin to avoid potential problems. Organizing an event together should help strengthen, not weaken your coalition.

Whether volunteer members of your coalition, staff of your organization, or hired staff, you must determine how many people you need, to do what jobs, and then allocate them from the beginning. When you are allocating tasks, roles and responsibilities, ensure that different people are responsible for the logistics and the content/politics. Think about staffing needs at different stages: early preparation, lead-up preparation, and during the event itself. Depending on the size of your event, and if you are having simultaneous exhibits, public activities, your need for volunteers will vary.

participants/guests

participants:

- How many people will you invite?
- Who is your target group? Is the event an internal one for those already involved or do you want to broaden the participation to reach new networks?
- Who will you invite to attend your conference? To whom is this issue relevant?
- Will your invitees be from one locality, country, region, or international?
- Is your event for NGOs only - to inform, plan, strategize? Is it for lobbying at the same time as a Government event?
- Is it to include government, UN, ICRC representatives?

Do you want to invite local personalities, religious, cultural, political figures? Why? They can lend credibility, make an announcement, etc. If they cannot attend, then ask for a message of support.

- How will you try to ensure gender and regional balance? Participation of landmine survivors and people from mined communities (if applicable)?
- Do you know all of the people you want to invite? Do you want to write an announcement, circulate it widely, and advertise in newsletters? Who can you consult?

Ask members of your campaign for their contacts, other NGOs and networks/campaigns in the region, the ICBL Co-coordinators, etc. Campaign contacts in each country are on the ICBL website: www.icbl.org - and the co-coordinators have an ICBL database and are happy to help you. The ICBL database is maintained in Microsoft Access - if you have the same, or set up a similar database for your participants, we can easily share information, give you potential contacts as well as follow up with your participants after the event.

When you have answered some of those questions and determined who to invite, draw up a list of invitees, including their addresses, tel/fax/email - all those you would like to invite to attend. Make as complete a list as you can. Obviously who you invite will depend upon the programme content as well (see next section.)

sponsored participants and guests:

- If you plan to raise funds to sponsor some participants to attend your conference you must think (when you prepare the budget!)
- How many, and from where?
- A certain number per category? Per locality, country, region?
- What will be your criteria for deciding whom you can sponsor if you get more applications than you have funds available?
- Who will decide?

When we have organized a regional event, we have often said, for example 'two people per country'. Perhaps we have agreed to fund one representative of an existing landmine campaign, and



one new person/organization. For international events, with many people from many countries, we have often said 'one per country'. We have prioritized funding guests from the 'South' and asked non-South participants to support themselves or find their own sponsors. When you issue invitations to potential participants, some of whom might require funding in order to participate, indicate directly on the invitation letter - writing something like "some funds might be available to sponsor some participants. If you wish to apply for funding please complete the form below and return 31 January 99." See Appendix A for a Sample Application for Sponsorship Form.

invitations:

Write your invitation letter. Try to be as specific as possible in your letter, including the title, place, dates of the event, who it is organized by, the objectives, draft programme if it is ready (or just broad headings of the discussion) and a deadline for replying. Include the personal name/address on each letter so participants can use this letter of invitation for visa purposes, and avoid faxing back and forth for new letters later. Include what languages the event will be held in and if translation services will be provided. Tell them what they will be expected to pay for and contribute what you will cover. If you set up your database in MSAccess, you can write the standard letter in MSWord, and use the mail merge function to print individual, personalized letters with the name, address, fax no. of each participant (other programs have this function too). It is an efficient way to print off lots of letters quickly. If you cannot use it ask a computer expert nearby! Or read the help tutorial, or ask us for further help. See Appendix B for a sample invitation letter.

registration forms.

For all guests, sponsored or not, provide registration forms to avoid back and forth faxing for all of the information required. See Appendix C for a Sample Registration Form and C-1 for a Sample Confirmation Form.

travel for sponsored guests:

Obviously you need to spend a lot of time in organizing logistics from guests from the very start. First you must make some decisions. Will you ask participants to purchase their own tickets and then reimburse them upon arrival, or will you purchase pre-paid tickets to be delivered/collected by them? We have most often in ICBL conferences opted for having guests

purchase their tickets at home and then be reimbursed. For this, you need to inform them early that this is expected of them, so they can secure the funds required, inform them you can only fund an economy class ticket, and inform them EARLY enough so that they can purchase an economy ticket. We have found it is easier for participants to make their own travel plans. The times we have booked tickets for them we have found it takes an enormous amount of staff time to do so, communicate with all of the participants, who often wish later to change dates, routes, airlines, stop off somewhere for another event. It gets very complicated and time consuming. Instead, ask guests to purchase their own tickets - they can select their own airlines, routes, dates - and then reimburse them. Most participants have been able to advance the funds. But remind them what you expect from them from the start: an economy class ticket, a receipt and copy of the ticket upon arrival.

visas:

Make sure you find out from your government what the visa requirements are for people entering your country for nationals of all of the participants' countries. Find out the list of embassies/consulates/missions abroad. Speak to your government colleagues in the Ministry of Foreign Affairs or relevant ministries about facilitating visas if necessary. Can they send a letter to all embassies/missions informing them of the conference and asking for assistance in facilitating visas? Can they facilitate visas at the airport for nationals from countries where no embassy exists? Ask for a counterpart in the ministry to provide assistance with all of the visa issues (Don't underestimate them! They can make or break a conference!) This person can notify embassies abroad and help when problems arise. Maintain contact with them on a regular basis. Inform the participants of visa requirements early and help secure them by issuing letters of invitation promptly, providing addresses of embassies, and tell them early if you need copies of their passports or other details to help them from your end. Don't forget to tell them of neighbouring country visa requirements if they need a transit visa from a third country in order to arrive in yours.

participants list/database:

As mentioned before, if you use a database (MSAccess or any other kind) it will save you time in making additions and keeping updated records of who will attend, their contact information, arrival/departure dates and times if you need to organize



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transport, passport info, hotel, etc. You can then later print a list of all those arriving on day x, and do other various queries with it. If you are not familiar with databases you can ask for help from a colleague or computer expert or read the help tutorial or of course just use word or whatever you are comfortable with. It is worth the time invested to learn or have a colleague or staff member learn how to use a simple database as it will keep all of the information most efficiently with limited time spent maintaining and updating it. It can also help you by organizing the kind of information you need for various purposes. You can organize it by name, alphabetically, by country, by arrival date, whatever, but it will help eliminate time-consuming searching through unorganized data for a name or fax number you need. It can help you for every step of the way - hotel books, airport pickups, presentations, reimbursements, participants' list. For the participants list during the event itself, you can print the contact details of all participants, have them correct any errors while there, and then make changes and print an updated one for participants to take home with them. It will facilitate follow-up work and networking if the participants can leave with one another's contact information in hand.

programme content

agenda:

You will have to determine the programme content with your colleagues, your members, steering committee, coalition partners, co-campaign hosts - whoever is helping sponsor the event. And as mentioned above, the programme content will influence who you wish to invite to participate. You must make sure to consult all involved in the whole process of developing the programme. You should have discussed these issues when you began to plan the event, asking yourselves the who, where, when, WHAT, how of the conference as you began to envision the event, discuss your objectives, and draw up the project proposal. You should have addressed some of the following questions:

- What are our objectives?
- What kind of agenda will best help us meet those objectives?
- What format will we use? What combination of plenaries, presentations, round table/panel discussions and small workshops will most effectively enable us to meet our objectives?

- How will you ensure enough audio/visual presentations?
- Who do we want to invite to address certain issues - who are good resource people with knowledge and experience we want to learn from?
- Do we want to structure one or more 'high profile' session and attempt to attract media and/or government representatives to it?
- If so, which personalities do we want to invite to high-profile opening/closing plenaries?
- If we are trying to influence some government/international representatives, are there particular sessions we want to invite them to attend specifically?
- How do we ensure participation of the guests? If they are to work, strategize, develop action plans, how do we maximize the time for this?

programme logistics:

As for the logistics of the programme, if it is a large event with multiple workshops simultaneously and participants must choose and sign up for particular workshops, you must allow adequate time (more than you think! Think of a length of time and double it!) to send the programme to all of the participants. This programme or complete information pack (see Appendix D) should detail all of the options - content, facilitators, time, date of various workshops, and include registration forms clearly explaining how participants should register (see Appendix E) and then have them reply to you indicating their workshop choices. Set a deadline (and then develop your own policy for how you will treat late registrations!) You need to be very clear in organizing, recording, and informing participants of workshop times, dates and locations. You will need a very clear chart (see Appendix F), as well as a data-base or chart (you can include fields for 'workshop choices' in your database of participants' information) and if possible you can also issue personal conference schedules for each participant using your data-base (see Appendix G). Don't forget to put up very good signage in the conference venue halls and on the room doors indicating what workshop is where, when, who is facilitating, translating, equipment needs, recording, etc.

C. Recorders: Organize workshop recorders ahead of time to take notes in each plenary and workshop session so you will have a record of the proceedings to compile your report. This is another job that one person should be responsible for organizing, but many volunteers can help get it done. You can



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ask for volunteers amongst your members/supporters, and/or the participants themselves. As for the interpreters, it is a good idea to set up a schedule, of who is recording which workshop when, where, as well as give a form to each recorder to facilitate their note-taking (See Appendix H). If you are using volunteers who may not have recorded before, take some time to meet with them and explain the basics of what you'd like them to do and what kind of information to record, how. Tell them where, when and to whom to turn in the completed forms. You may need to collect these for your report. For recording plenaries, and for some workshops, you may be able to use a tape recorder for transcripts.

information/participants packs:

Prepare information to distribute to participants upon arrival. You can either do this when they arrive and register at the conference or at their hotels - left with the desk for 'conference guests'. Make sure you have printed enough so that each participant can get one and that there are extras in each location for participants who might show up at either. You can use simple folders, have some printed with your logo (depending on the size/budget of your event), or, more simply, have stickers made and stick them on the cover of folders. You can even print stickers from your computer to put on folders. Consider if you will need to translate the contents of the packs and provide separate packs in different languages, or one pack with all materials in both languages. Some items you might want to include are:

- Welcome and Arrival Information - practical information and logistics re restaurants, money exchange, transportation etc. You will have sent some of this information to participants before they left home, but some might not read it until they arrive. It is a good idea to reproduce it and have it available here, in one place, when they are ready to concentrate on this event and seeking the information then and there. Be sure to include conference

- housekeeping items such as schedule/place for reimbursements, flight confirmations, etc.
- Conference Location and Hotel details (tel/fax/address) and contact details for Conference Secretariat/Organizers to contact in case participants need anything.
- Conference Agenda/Timetable (and personal conference schedules, if applicable)
- Background Documents: Fact Sheets or Reports - any material related to the conference that all participants should have (ICBL packs often include the treaty, signatory/ratification update, calendar of ICBL events, landmines fact sheets for the relevant region, for example, etc)
- Local maps and tourist brochures (you can ask the tourist office to provide you with them)
- Press Release (if applicable)

relations with government, allies, public government:

While each situation and context is different, it is important to consider your relationship with government representatives. Cooperation may range from co-hosting an event to inviting government representatives who may be hostile to the objectives and subject matter of your event, or total non-participation. You must prepare how you will interact with government representatives regardless, for each possible scenario. It's a good idea to have one person identified as your government liaison and responsible for communication and relationships with government colleagues - and develop a relationship with at least one representative from their side as well. You may need other people to help with visas, security issues, etc depending on the context of your event. Even if it is a purely NGO - specific event for internal education, strategy, etc - it is good to communicate with government representatives for that logistical support with visas, etc, if necessary, as well as to inform them that the event is happening. If you are co-hosting an event or participating in a primarily government-hosted event, you must be careful to specifically list your requirements,



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on paper. Send it to the proper authorities - whether it be secretariat/office requirements or speaking spots on the agenda, clarify from the beginning, keep in touch and periodically maintain communication with government counterparts.

allies:

Just as you should try to maintain good communication with your government counterparts you should also try to maintain good communication with all of your members and coalition partners. Depending on their level of involvement in the event, you should maintain regular communication with them through meetings, written updates, phone calls etc. They should feel a part of the event and also able to input and assist. In addition to your group of campaign member organization and partners, you should also maintain communication with less closely involved groups, other allies and supporters including other NGO networks, organizations, local community and religious organizations. Some of them may not be active members (yet!) but may be interested in getting involved and offering another kind of direct or less-direct support and volunteering for things such as home billets, airport pickups, translating, accompanying disabled participants, recording, etc.

the public:

It depends on your event and context, but you should determine what level of public involvement and attention you would like. Is it to be a highly visible event where you hope for maxi-

mum media coverage? Will you have public events such as open exhibitions, concerts, film festivals or demonstrations to coincide with the event? If so, and you want to maximize your public support - you need to start early (this is related to your media strategy) and advertise. If necessary, obtain written permission from the police or other relevant local authorities. Think of as many media as possible: local print, radio and TV coverage announcing not only the event/issue but also the event you wish the public to participate in - use weekly public events listings in newspapers to announce your event, public service announcements and the radio. Decide if you would like to put up posters, banners and distribute leaflets. This can all be quite time consuming as well, so you must decide if it is appropriate for your event, if it is worth the time put into it to attract public support, if you have sufficient staff to devote to this task without detracting from the event organization itself, and if it is part of your overall strategy and objectives. It is a good opportunity to attract media and public attention, and utilize some important spokespeople from different countries who may be coming to town for your event. But you must plan carefully - budgeting staff time (as well as participants!) If you are organizing a simultaneous event, such as a public debate or film-festival or concert one night of the conference, and your staff people busy organizing, or conference guests are to speak - make sure they have enough time to prepare (and rest!). If the public event open to the public but other parts of the conference are not - be clear in all of your public announcements about what you are inviting people to when, where and why.

If you have time and staff try to contact local artists from your country and the landmines campaign in general and related to the host country. Ask them to create some of their own artistic products, such as sculptures, installations, dance, music, film, video, photo, drawing contest. See what you can find in the country via local newspapers, photography galleries, museums, filmmakers, theatres (and community mine awareness groups), musicians of all kinds of music - classical, contemporary, folk music, etc. Be creative in engaging local creative talent! (See Section XI on Public Events.)

logistics

accommodation:

As for travel, you must make some decisions early on. You must decide if you will use a conference organizing contractor, a travel agent, have a staff member deal with hotel bookings, have people book themselves into hotels or do all of the bookings,



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have people book themselves into hotels or do all of the bookings for participants yourself. If you are contracting a travel agent or consulting company, be sure to clarify all of the details, what you expect them to do for you, what you will do, and the price for their services. Write and sign a contract with them before you begin work. Make sure that one person, in your group or an outside company, is responsible for this area and following through from start to finish, and maintaining communication. If you have contracted a travel agent or consultant to do the actual bookings, clarify whether you will deal with the guests and send messages on to the travel agent or have the guests contact the travel agent directly.

Will you have all of the guests stay at one hotel, near the conference venue? If not, it is good to get quotes (or have your travel agent do this if you have contracted out this work) from the various hotels. Many will make a reduction in price for a block booking, so you can discuss this with them and ask them for the cost per room if you reserve 30 rooms, for example. From the start, try to clarify all of the details on paper. Ask questions:

- How much per room (single and double)? For group rate?
- Is breakfast included? Taxes?
- If they require a deposit, how much? When?
- Do they take credit cards to secure bookings, and to settle bills? Travellers Cheques?
- How can you settle payment? If you are sponsoring guests and will therefore be paying for 30 rooms, for example, can you be billed at the end? Again, what is the policy for a deposit for a large group booking?
- Is there a cancellation fee if you cancel any rooms?
- Is there a fee for changing dates, names of occupants in rooms, number of occupants?
- Are double rooms two twin beds or one king?
- Do they have wheel-chair accessible rooms?
- Other services, do they have a restaurant? Laundry services?
- How far are they to the conference site? Restaurants? Transportation?
- Security: Is they location relatively safe?
- Other items, where applicable, such as are the rooms air-conditioned? With fan? Are there phones in each room? Are their private or shared baths?

It is likely that they will ask for a list of guests early - and you will not be able to finalize it until late, and it will change many times, but don't worry. Ask for the person's name (at each hotel, or your travel agent or consulting company) and deal with the same person to avoid confusion.

If you are sponsoring guests, sometimes if hotel costs are high in your city it is possible to consider asking participants to share rooms so that you can reduce costs and therefore sponsor even more participants. If you do this, you should remember to:

- Ask participants if they mind sharing a room with other participants BEFORE they arrive, i.e. on a registration form (see Appendix A), and explain why.
- Make sure the double rooms are equipped with two twin beds rather than one king
- Make sure you put two participants together of the same sex sharing a room. You may not know from the names of some people their gender so it is also a good idea to include Mr/Ms or some such thing in your registration form just to be sure and avoid potentially embarrassing room assignments!
- If possible, you can ask guests if they already know any other participants attending and wish to request to share a room with a particular guest.
- While encouraging tolerance and appreciation for diversity, be sensitive to culture, language, political differences in room assignments.

If you are using a travel agent, it is a good idea for you to pair up guests, if you are going to do so, as you probably know more of the guests. This is another place it is very useful to use a database (you can use the participants general database and add fields for hotel-related items, such as 'hotel name' or 'conference guest' or 'shared room') or chart that is easy to use for organizing information which will change frequently. You can continue to send updated lists to relevant travel agent or hotel staff (see Appendix I.)

hotel listing:

It is a good idea, particularly if you are inviting participants who will pay for their own accommodation, to draw up a list of hotels in the area, describe each one briefly, and distribute it to the participants (See Appendix J.). Participants will have differ-



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on paper. Send it to the proper authorities - whether it be secretariat/office requirements or speaking spots on the agenda, clarify from the beginning, keep in touch and periodically maintain communication with government counterparts.

allies:

Just as you should try to maintain good communication with your government counterparts you should also try to maintain good communication with all of your members and coalition partners. Depending on their level of involvement in the event, you should maintain regular communication with them through meetings, written updates, phone calls etc. They should feel a part of the event and also able to input and assist. In addition to your group of campaign member organization and partners, you should also maintain communication with less closely involved groups, other allies and supporters including other NGO networks, organizations, local community and religious organizations. Some of them may not be active members (yet!) but may be interested in getting involved and offering another kind of direct or less-direct support and volunteering for things such as home billets, airport pickups, translating, accompanying disabled participants, recording, etc.

the public:

It depends on your event and context, but you should determine what level of public involvement and attention you would like. Is it to be a highly visible event where you hope for maxi-



Having a public speaker, like Archbishop Desmond Tutu, speak at your conference will attract media.

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ent tastes, different budgets, different requirements, so try to give a variety of options and be detailed in your descriptions (include price, services, address, tel/fax, distance from conference site, restaurants, etc). This way they can obtain all of the information they need to make their decisions by consulting your list and you will save time by reducing queries back and forth. If applicable, prepare a form and request people to fill in their preferences (see Appendix K) and return it to you or the travel agent. If there is limited availability at each option, ask them to list their preferences in order, and say you cannot guarantee their first choice. If you have chosen this option, leave adequate time to communicate with the participants informing them of which hotel you have booked them into. You might want to draw up a simple form to make this systematic and easier for you/your staff.

billets:

Another possibility is to organize billets, or home stays. This has many advantages - not only does it reduce costs but it engages local members in activities to support the campaign in general and the event more specifically and it enables people of different cultures to experience some ordinary 'home life' in their host's home. Some hosts may offer other services such as airport pick-ups or loaning coats and hats in a cold climate! However, this kind of billeting is more common and acceptable in some cultures than others. You need to make sure this is acceptable (both to hosts and guests!), have a large enough pool of willing hosts to accommodate the number of guests you have, and a dedicated staff person communicating with the hosts and guests and matching them up, as it can be very time consuming. It is a good idea to have a form ready for this too, if possible, to be more efficient. If you do not have enough members to rely on, you can try other networks, religious associations, etc. In some cases you can consider remunerating the host family, if not necessarily in money, the guest may reciprocate by, for example, providing English lessons to members of the host family. But remember to try to keep it simple, and not too time-consuming, as this is supposed to help you out, not become an additional burden.

back-up plan:

Regardless of what accommodation option or range of options you choose for your event, it is a good idea to have a back up plan, particularly if you are planning a large event where accommodation is scarce, in case problems or errors arise. Some

are bound to arise no matter what you do! Expect them! Plan what to do 'in case'. You could reserve a few extra rooms, in case mistakes in bookings are made, reservations lost, etc, if that is not too expensive. Or you could arrange possible alternatives, for example a few rooms in apartments/houses of friends, colleagues, and additional billets just to have on call. Remember you can't please all of the people all of the time. Just try your best to organize ahead of time, make back up plans, and then be prepared to help solve problems as they arise with patience and humour.

food:

Food is important for everyone! Guests will be tired from travelling and from working hard and concentrating all day on the contents of the workshop, so do put some thought into how you can best organize feeding the guests in a satisfying, yet simple, way. Some questions you might want to consider are:

- Will you cater the conference? Lunch and coffee breaks at least?
- Will it be on site?
- Will you be able to provide for dietary requirements such as vegetarian or halal food if necessary?
- Or will you ask participants to go get their own lunch?
- If the latter, how much time will be needed for people to go find a lunch spot, eat and return to the conference?

Again, each situation is different and you will be the best judge of what is most appropriate and simplest. You often need to put more time into planning for lunch rather than dinner as lunch is the meal that, if not properly organized, can seriously cut into your workshop time. If for example, it is catered but not well organized for the number of participants and the lines are long and slow-moving - it may take a long time and effect your afternoon session. If, on the other hand, you ask participants to go out and get their own lunch - you will risk them not returning on time and also threatening the afternoon session. They have to look for restaurants, the nearest ones may get crowded with participants, and thus slow, people may get lost, or may simply dawdle in the fresh air! So it is a good idea to either cater lunch on site or organize sittings at restaurants nearby - in any case spend time considering the most efficient, cost effective and simplest way of feeding your guests at lunchtime! It is important to be sensitive to dietary requirements, tastes, customs and culture as well - as some people might be



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happy with a sandwich and coffee at noon, whereas for others the midday meal is the largest meal of the day. If your guests are from a wide range of countries and cultures, do take this into consideration and try, in some measure, to accommodate all in some measure.

For dinner, the evening meal - if you are not having an evening function or reception it is usually easier to ask participants to get their own meals. For this (and also for lunch if that is your option) it is good to include a list of restaurants in the area in your welcome or participants info pack so they can choose for themselves. Again, try to be specific, include location, distance from conference venue/hotel, average cost of a meal and type of food (See Appendix L). Select a few restaurants within walking distance if possible and of various types of food, if applicable and if you are having international participants with different tastes, habits.

For breakfast, you should find out if breakfast is included in the price of the hotel rooms. In some countries it is, and this is helpful. If not, you should consider how to ensure it: guests to get their own, provide it, catered, at the conference venue first thing in the morning? If you are issuing per diems for your guests to purchase their own meals, you will need to include this meal as well.

If you are contracting a caterer, as with all companies you contract, be sure to get a few quotes from different caterers, to specify clearly what services you expect them to provide, including various dietary requirements of guests, stipulate what you will pay in return, when, under what terms (do they require a deposit? When?) and sign a contract.

transport:

Just as it is a good idea to have one person responsible for accommodation and one for travel, and food - it is also a good idea to have one person responsible for organizing transport and making decisions on how to do so. Some questions to consider might be:

- Will you need to provide transport

from the airport/train/bus station to the hotel?

- Will you need to provide transport from the hotel to the conference venue every day?

- Is public transport easily accessible, well-indicated, easy to use for foreigners who might not speak the local language?
- Accessible for disabled?
- Are taxis an option - affordable, safe, abundant?

Transportation differs everywhere, and you might be used to getting around in your town but you need to think about how to get your guests around, and how to inform them of the best/most practical options available. Usually guests can make it by themselves from the airport, but it depends on the public transport and taxi system in your town. You must be very clear, however, in giving participants written instructions on what train, bus or taxi to take. You can do this in an information update you send them before they leave home. Remember to send it enough ahead of time so participants can read it and bring it with them (see Appendix M).

Regarding airport pickups, you should also think about different kinds of guests you are inviting - some may be very used to travelling and have no trouble negotiating their way in a foreign city, where others may never have travelled abroad before. Some cultural issues are also relevant to consider - it might be polite to personally pick up special guests or speakers. It is good to find this information out previously (ie on a Registration or Confirmation Form - space for 'special needs' or something like that) and, if possible, pick up or have a volunteer pick up first-time travellers, disabled who might need extra assistance, or those with language difficulties. While it is time-consuming to try to personally pick up each guest - and often unnecessary - some guests might require it and it is a task that you can ask campaign members or volunteers to assist with and therefore engage in the event. If you are organizing airport pick-ups, insist from the start with all guests that you can only provide this service if you receive all arrival details very early. Set deadlines. Remind them. For all guests be sure to include contact information (including 24 hour number: home or cell phones) for some relevant con-



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ference organizers so that any guest with problems in travel or accommodation can contact someone for help (See Appendix M.)

For transport from the hotel/s to conference venue, if required - if you are contracting a bus or van service, again, be sure to get a few quotes, clarify detailed expectations of services provided and payment, in writing, and sign a contract. Consider all scenarios, including over-time, if a driver must wait for a delayed traveller, and meals for drivers.

conference venue:

It is important to decide where to have your event early in the preparation process. Visit as many potential sites as possible - it is not good enough to just talk on the phone, you should personally visit each potential site. Some things to consider, where relevant, include:

- Do you wish to have it at a university? A community hall? A government conference venue? A hotel conference facility?
- **Size:** Does a potential site have enough seating capacity to accommodate the number of participants you intend to have, in a comfortable and appropriate seating arrangement (as different seating arrangements take up different amounts of space - it is important to consider this.) Both plenary and small rooms for working groups if needed? Are there enough rooms to permit as many simultaneous working groups as you will need?

- **Location:** Is a potential conference venue close to the hotels where guests will be staying? Is it within walking distance? Accessible by public transport or taxi if not? Security: Is it relatively safe? Is it accessible for media and speakers?
- **Price:** Is it affordable - within your budget? What do you get for it? Is a deposit required? Can you pay by credit card or cheque (if applicable)? Is there a cancellation fee? What is the deadline for confirmation/cancellation?

- **What equipment is available/included:** some conference sites have equipment such as sound system, simultaneous translation equipment, overhead projectors,

slide projectors, tv/video machines? Be sure and ask what is available and at what cost for each item. Get a full printed list if possible.

- **Conference Secretariat/Office space:** If you will need it, is there office space for your conference organizers to set up a secretariat, to work out of, access to phone/fax/email connections, electric outlets for computers and printers? How many plugs? Do you bring your own equipment, or rent theirs? How much? How will you work out the phone/fax bills?

- Wheel-chair accessibility?

- **Atmosphere:** Is it in an atmosphere that is appropriate and conducive for your event? Do you feel comfortable there, and think guests will as well?

If you are renting space from a commercial site such as a hotel, again, do not forget to get quotes from all potential sites, then when you decide - clarify in writing your agreement and sign a contract.

If your conference is being organized together with government partners (such as the Brussels, Oslo and Ottawa conferences during the Ottawa Treaty Negotiations process), or by the UN (CCW review in Geneva in 1996) or is a parallel NGO event, you may not have to consider these questions. They may have already chosen a conference venue for the government or joint event, or perhaps they are offering it to you for use as part of their contribution to your event. In either case, be sure and clarify the questions of conference secretariat, office space, tel/fax/email connections and electric outlets for computers and printers. Insist on an office space big enough and suitably equipped so that you can effectively work. Ask about wheelchair accessibility, hours of access to the building, exhibit space, etc. If you are bringing in your own computer equipment, make sure there is enough room, proper plugs, etc. If you are renting/getting some donated - make sure the company checks. You might want to consider back-up computer/technical support for the secretariat.

In the cases of government and/or UN organized events you will also have to clarify the issues of security and access to the building of



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your delegates and staff. Be sure to do so from the start. Ask them exactly what is required (ie a list of delegates? What information: name? Country? Passport details?) by what date, to whom. Find out who is in charge of security and set up a meeting to go over all of your questions and requirements. Ask them what to do, who to speak with when people not on the list arrive. Again, have someone on your team in charge of security and relations with the security people in charge of the conference — have them meet and establish a working relationship.

For workshops or discussion groups outside of the plenary think of a system, if applicable, for signing up for rooms - particularly if rooms will be in high demand and different groups may request to use them - keep a chart and ask them to use a sign-up form. You can sign up yourself for official conference workshops, post the listing, and then others who may wish to spontaneously organize a meeting or discussion group can sign up for an available room (See Appendix N).

translation and interpretation:

I. Translation Equipment: You must determine your translation and interpretation needs. If your event will be interpreted, with participants who speak different languages - take care in organizing this aspect as it will be useless to have people flown in, set up in hotels, with good food, if they cannot understand or participate in your event. It can make or break your event. Some things to think about include:

- Will you provide simultaneous interpretation throughout the conference?
- Does the conference venue have equipment or must you rent it elsewhere?
- Will you need to provide interpretation in plenary only or also in small workshops and discussion groups?
- Will you hire a translation services company or conference organizing company to provide equipment only or interpreters as well? How many will you need?

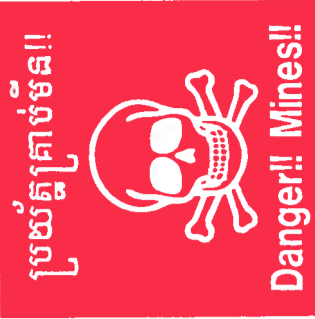
As for all contractors, if you are contracting a company to provide equipment be sure and get several quotes and sign a contract. There is a lot of expensive equipment involved, and this is a very important part of your conference, so shop around and be very careful. It should be more detailed than others as you need to include provisions for what happens if the equip-

ment breaks down during the conference and services contracted are not completely delivered, as well as for different scenarios of lost or broken equipment (ie a deposit for headsets? If a guest leaves with one? If there is a power surge and the equipment breaks?)

2. Translators/interpreters: Regarding interpreters, whether you are hiring them yourself or the company is, it is important to remember how they work so you can plan for enough interpreters per session: usually they work two per language, per session, 30 minutes on then 30 minutes off. Often they do not interpret both ways, but from one language to the other, not back to the original one. So prepare enough per language/direction. Give them a glossary of important terms. Include time in the agenda for consecutive translation if that is being done, in workshops for example. You must determine the level of interpretation required in smaller workshops/discussion groups. Will you need simultaneous interpretation and equipment in small rooms as well? You usually cannot move it from a plenary room to a small room after a session - so if you require interpretation in one workshop, schedule that one to take place in the plenary room where the equipment has already been installed.

If you are hiring your own interpreters, interview them and discuss the subject matter of the conference. Get references and contact them. Whether you hire your own interpreters or a interpretation services company does, meet the interpreters ahead of time and give them some material (in both languages, if possible) about the conference subject matter, include some general landmines and campaign information. Once again, be sure to sign contracts with each one for the services required, duration, times and dates, and amount agreed for their services. Determine how and when payment will be made and make it clear to each one.

Will your documents be translated? If so, prepare this well in advance. Those who perform written translation may differ from those who do oral interpretation. Follow the above guidelines and give them sample material and perhaps ask another translator familiar with the subject matter to check a completed



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document before many copies are made. Leave time for checking translation and duplication. Will you need a translator on site throughout the conference to translate final declarations or press releases issuing from the event?

3. Scheduling interpreters: If you are having a large event, with many simultaneous workshops and interpretation needs, you might want to consider making a schedule and chart for the interpreters to include which workshop each person is to attend, in what room, at what time. You can use individual forms that you can give each interpreter (and copy to the facilitator of the appropriate workshop) and keep a master chart so you know who is where, when (See Appendix O.) Again, you should have one person expressly responsible for interpreters, able to brief them, arrange contracts with them, set up the schedules, coordinate with plenary/workshop facilitators, and solve problems which may arise. You should also have a 'Plan B' or a 'back up plan' and some possible interpreters 'on call' in reserve in case of problems such as one of the interpreters gets sick, has a family emergency, quits at the last minute, etc.

4. Special Cases: You may have some guests who do not speak either the local language or the official conference language, in short neither of the conference languages. You should try to hire local interpreters to sit with these participants throughout the conference and provide simultaneous interpretation by whispering directly to them. If there are such guests participating, then we must do our best to provide full-time translators to ensure and enhance their participation. It can be a very isolating experience. You are usually able to find a local translator through a solidarity group, a church group, a refugee organization, or a university. In addition to the conference proceedings, it is a good idea to have other interpreters to accompany them for other parts of the day - for media interviews, campaign activities, even social events, meals, etc so they can participate with other guests outside of strictly 'conference hours'. Often local communities are pleased to be invited to participate, to host a visitor from their home country, pick them up at the airport, invite them for a traditional meal, help translate and/or just accompany them.

LANDMINES equipment:

This was already mentioned above, in Conference Venue. You need to clarify what you will need in terms of equipment in the plenaries and each workshop. Be sure and ask the speakers

for their needs so you can set up properly. Do they need a slide projector? Overhead projector? Tape recorder? TV/Video? Computer Power Point connection? You can use a form for this (similar to the Room Sign-up Form, Appendix N). If you have simultaneous workshops and limited resources, ie one overhead projector, be sure to schedule workshops so that it is not required in two places simultaneously!!

mobile phones:

In addition, you might want to consider renting or borrowing mobile/cellular phones (or radios) for the preparatory week and the duration of the conference. Think about who you issue them to if you have more staff than phones. Be sure that conference secretariat staff/logistics trouble shooters who can quickly solve problems related to travel, accommodation, interpretation, security, reimbursements can be reached at all times and the numbers widely circulated. If those with ultimate decision-making responsibility are not those answering the public phones, the staff should have their numbers and be able to reach them immediately if necessary.

reimbursements:

1. If you have sponsored guests to get to your conference and asked them to purchase their airplane tickets, to be reimbursed upon arrival, you need to organize and schedule how and when you will make reimbursements. Things to consider include:

- Will you provide reimbursements in local currency? USD?
- Will you provide them in cash, cheque, wire transfer?
- When will you provide them? Where?
- Will you, in addition to reimbursing travel costs, be providing any per diem? This should have been decided early, when you prepared your plan and budget proposal: Do sponsored guests need any additional cash? Are meals, transport provided? If so, they may not. If you ask guests to purchase their own dinner though, for example, it may be necessary.
- If you are providing a per diem, will you issue it in local currency? At the same time as the travel reimbursement?

Quite understandably, if people have advanced large sums of money to purchase their tickets, they will be quite anxious to get reimbursed. It is good to tell them as soon as possible, either in a letter sent to them with logistical information before they leave home (see Appendix M) or immediately upon arrival.



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how and when they shall be reimbursed. If you require receipts, photocopies of tickets, etc, tell them that from the start.

When: It is important to schedule enough time for reimbursements without adversely affecting the conference proceedings. It's a good idea to schedule a few sessions, for example during breaks and lunch and after the last session, perhaps during workshops - as you may not be able to process everyone at once and some may not be available if you only have one reimbursement period. You may want to just post the times/ places and have them come as they wish, or you may wish to organize alphabetically by country or last name and call for certain guests at a particular time. If you are reimbursing tickets as well as providing per diems, you should schedule the per diem payments as soon as possible, the first day - as people will need to eat as soon as they arrive. Then schedule the travel reimbursements later on towards the end of the conference. If you are experiencing a cash flow crisis this will also give you a few more days to sort it out!!

Where: It is a good idea to do it at the conference venue, when you will have more possibilities of timing (more breaks, meals, etc) Try to set up a special office for it, apart from the conference secretariat which will be busy with other business, telephone, fax, interruptions, etc. Try to find a quiet, closed off, safe spot (especially if you are handling large amounts of money!) Sometimes it is more convenient to do it back at a hotel, if all/most sponsored guests are staying in the same hotel. You can either do it in a hotel conference/office space or one of the rooms. If you need photocopies of the tickets, as you probably will for accounting purposes, it is a good idea to do it near a photocopy machine or have a helper who can take tickets to be photocopied and bring them back, for those who did not bring one with them.

How: It will most likely be easier for you to reimburse conference guests with a cheque or wire transfer, but it will most likely be easier for them to receive cash. Though you can and should ask them their preference, of course, you will have to decide what you can realistically do. Perhaps you can do a combination - cheques/transfers for some and cash for some - but particularly for those from countries where they experience banking difficulties, you should make it a priority to provide cash for them if you have a limited amount of USD cash. It will most likely be easier for you to reimburse them in local currency, but they will most likely prefer USD\$. You should

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plan on reimbursing airplane tickets, at least, in USD, and issue per diems in local currency. You should bring a calculator as well as an updated list of currency conversions to calculate the amount in USD, as the amounts will be presented to you in a variety of currencies - you can ask your local bank for one or consult some internet sites: <http://www.accu-rate.ca> or <http://quote.yahoo.com/m3?u>

If you are going to issue reimbursements in cash in USD you must do a lot of preparation with your accountant/financial manager. You must ensure you have enough USD cash on hand. You must ensure that your funding has arrived in time, or that you are able to borrow/advance the funds from your organization, or a member or colleague. You must ensure that your bank can provide enough USD cash (it usually means a special order in advance) on the specific days it is required. The time frame is short - usually a conference is just a few days - so plan ahead. Be sure you ask all sponsored



guests for the estimates of their travel costs ahead of time (see Appendix A and C-1) so you can budget exactly how much you will need. Whether in Maputo, Budapest or Ottawa, we have often experienced a USD cash flow crisis because we did not adequately plan ahead, so do so and then still have a back up plan! Be ready to call on cash exchange places, friends, whatever! However you issue the reimbursement, you need good documentation, so use a complete, detailed reimbursement form (see Appendix P.) If security is an issue in withdrawing so much cash, prepare a reasonable plan, including several trips to the bank for smaller amounts, immediate transport to the distribution point, colleagues or friends to accompany you, etc. In addition to taking a calculator and currency exchange information with you to the reimbursement office, prepare a cash

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box, a money counter if necessary, colleague/s to help count/sort and witness.

We have found it easier to issue per diems and travel reimbursements separately, at different times, as explained above. Usually we have issued the per diems first, if applicable, as people will need the cash. This can easily be done in local currency as people will be spending it in local currency. It is good, particularly if you ARE issuing per diems and travel reimbursements at different times and in different currencies, to prepare two different reimbursement forms. See Appendix Q for sample per diem forms. Appendix R is a form which is set up to use a mail merge function and take the data (name, organization, country etc) from a master data-base or table.

Who: Again, you should delegate this task to ONE person who remains in charge of reimbursements from start to finish. This person, of course, can organize their own assistants or volunteers to help, if necessary, but one person must ultimately be responsible and accountable for the funds distributed. This person should prepare the forms, work with the accountant/financial controller, banks and guests. Any questions regarding additional reimbursements, currencies, reimbursement format, etc should be addressed to this person who should either have the authority to decide or know exactly who to consult and be able to reach them immediately. This person should prepare accurate, compilation lists of the totals at the end of the conference for the accountability of the project (See Appendix S.)

media

Your strategy for dealing with the public is related, indeed an integral part of your media strategy. Some questions to consider include:

- Do you wish to have a high-profile event and maximize media attention? If so, you'll need a detailed media strategy, which should include:
- Who will be your media liaison? Spokesperson? (Not necessarily the same)
- Who will be responsible for editing/approving press releases?
- What event will you target press for - an opening or closing ceremony? A public event? As it is difficult to get media to cover a conference more than once, it is a good idea to



A participant at the OAU Conference on Landmines finds out more about landmines in Africa.

prioritize one important part and try to get them there for that and then set up individual interviews throughout.

- What 'angles' will you try to sell to the press? What is 'newsworthy' about your event?
- What personalities, speakers and/or participants are particularly media-worthy and would make good interviewees? Ask them ahead of time if they would be willing to do media interviews. If so, ask them for a brief biography of themselves and include several biographies in your press kit.

■ What else will you include in your press kit? It is a good idea to include, in addition to the biographies, your press release, background information on the issue, updated fact sheets (see participants packs information above: some may be relevant for media as well: treaty, ratification updates, ICBL calendars of events, regional fact sheets, etc) landmine survivors stories, announcements for public events. Indicate if you have photos (negatives/positives) and video footage available for use (and what format.)

- What parts of the event will be open to the press, and which closed?
- Do you have a detailed, up-to-date press list with local contacts, telephone and fax numbers? If not, who will make one?
- Will you encourage participants to contact their own media at home? If so, before they come remind them to bring their press contact lists and to be prepared to do media work, write/translate releases to send home, and do interviews.



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Include media events leading up to the conference to publicize it. Consider preparing a press conference or media event at the start of the conference, another at the closing, and set up interviews in between. For press events, briefings, conferences etc remember to include visuals such as a banner as a backdrop behind speakers or other visuals for television.

To design your media strategy, you will need to analyze your context and determine your needs for effective media work. Depending on whether it is a highly intense lobbying opportunity or a more internal affair, set aside time/phone/fax lines in or separate from the secretariat for media work. A dedicated media room and phone lines might be required if activists must follow events and react quickly, write releases, fax them out, do phone interviews with little background noise, etc. At an internal regional campaign meeting, however, such items might not be necessary.

Do not forget to include translators, if you are setting up interviews for participants who might require them. Always include phone numbers where journalists can reach the media liaison. If you are moving from your office to the conference venue, don't forget to put the correct conference secretariat and/or mobile telephone numbers. For further tips on media strategy, dealing with the media and writing press releases in general, see the ICBL Campaign Kit.

exhibits/public events

Before you design your exhibits, consider some of these questions:

- Will you have any exhibits?
- What is the objective of the exhibits?
- Who is the audience? Is it the participants? Media? Public?
- Do you want to create an interesting, visually stimulating backdrop to your event?
- Do you want to get across information in a visual manner?
- Do you want to lobby delegates through powerful images?

Then select, or have a staff member/volunteer responsible for exhibits select appropriate exhibition materials and start planning! Be sure you have enough space for your exhibit, and plan the logistics from the start. Visit the conference venue and map out where you will put your exhibits. Ask if you can hang things from walls or fixtures or if you will need free-standing

boards/panels. What materials will you use to hang exhibits? When will you gain access to the conference site to be in installation (you may have to clarify with owners of the site, hosts, security officials)? Who will help with the physical labour of installing the exhibit - prepare a schedule and recruit enough staff/volunteers to help you do so. If you have asked participants to bring exhibit materials you should communicate with them in advance re how much space they need/you can allot them, etc. "!!! For public events you need to ask yourself similar questions and then do your planning. See above notes on "The Public" (VIII, C.) In addition:

- think about what different mediums to use - e.g. audio-visual, printed, videos, computer display, sculpture, drawings, etc
- hire/borrow necessary equipment in advance - e.g. slide projector, television, video machines, screens, speakers, cassette player, etc
- check electricity lines, outlets, cables and extension chords
- organise a truck for the transport of large items
- organise parallel exhibitions in other venues/locations
- spread the displays around the conference venue/s so each space has some interesting information/look/feel



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- check the condition of the displays regularly, maintain and repair throughout the conference
- secure the materials/objects/equipment and make sure someone is guarding them at crucial times, i.e. at the end of the conference
- guard against the materials being destroyed due to exposure to the elements - i.e. rain, wind and sun
- make a list of the materials that need to be returned to the owners and return at the end of the conference
- be careful not to offend sensitive contributors by putting their exhibit in an obscured position
- visit your exhibition regularly and ask visitors their opinion about the exhibition - including its message, size, colour, mediums

Don't forget that many places can be decorated in many ways, such as cafeterias, toilets, light fixtures, the floor, place mats and table cloths, special menus, etc. BE CREATIVE!!! Don't forget: "Right time, right place and right message"!!!

report writing

A. Conference Proceedings: You may wish to write two kinds of reports: one, a Report of Conference Proceedings, to be distributed to participants, funders, others in your network, the ICBL Oslo Resource Center, other landmines-related institutions, NGOs, UN etc. To facilitate preparing a good report, you should make sure you have tape recorded transcripts wherever possible and good recorders for each session (as described above in V.C). A checklist for some items you might want to include:

- Introduction/Overview of the Conference by the host
- Agenda
- Transcripts from Important Opening Speeches
- Reports or Summaries from all working groups/sessions
- Action Plans
- Final Declarations
- Press Releases
- Press Clips
- Photographs
- Participants List
- List of Donors

Look at some Conference Reports or Proceedings from previous conferences as examples (if you do not have any ask for some from the ICBL Resource Center). Consider if your report will also be translated into another language and provide for that in planning your budget and timeline.

B. Narrative and Financial Reporting: The narrative and financial reporting that your funders will require is different to the Conference Proceedings, though they may get a copy of each. Many funders will detail in their contracts their reporting requirements. You should decide before you sign a contract: who will be responsible for narrative reporting? For financial reporting? These people should carefully read the reporting requirements of each donor and plan how and when they will meet these requirements (back to your timeline!). When writing your narrative report, remember to include as many details as possible. How did you implement your objectives? How did you carry out all of the activities and tasks necessary for organizing your event? How did the event itself go? What problems did you face? How did you overcome them? You might want to conduct your evaluation before you write your report (see XII below) and include some of the results of it, including lessons learned and how you might do things next time. Include annexes, pictures, etc - or else just include a copy of the conference proceedings report. For your financial reporting, again, most donors have guidelines for reporting, and ask them for copies if you do not have one, but in general you should use the same structure as your original budget - refer to it and illustrate the connection between your original budget estimate and actual expenditures. Refer to your narrative as well. Explain any differences between your estimates and actual expenses. If it is your first time - ask an experienced colleague for help! Generally it should not be too long - it depends on your event and donors, but usually 6-10 pages is a good length.

evaluation

As with any project or activity you do, it is a good idea to evaluate the event afterwards - to take a step back, look at what went well and what you could improve on next time. It is helpful to get feedback from various people who were involved in the event in different capacities. You can draw up a simple evaluation form (see Appendix T for a sample) and distribute it to participants (include it in your information/participants' pack or distribute it at the conference). Include logistical and program-



SO YOU WANT TO HOLD A LANDMINES CONFERENCE?

matic/content questions, as well as suggestions for next time. If you distribute it on site it will enable you to get a higher response rate. If you don't get it done in time, you can write to participants after they leave, sending a form/questionnaire and asking them to fill it in and return it to you - but fewer will probably respond than if you distribute it while they are there, absorbed in the event.

After the event is over you might also wish to conduct an evaluation with your team - staff, volunteers, whomever you think was important in the organization and would benefit from analyzing the experience, and your organization would benefit from hearing from. Take an afternoon or a day, with your whole team, sit somewhere comfortable (maybe after you have all had a rest!) and evaluate. Do so before you read the participants' evaluation forms. Possible items to consider including in an evaluation:

- Opening discussion of 'why evaluate'? Then consider specific areas to evaluate for this event
- Review of your objectives - how'd you do in meeting them?

- Methods and processes - how did the methods you used to meet your objectives (ie organize this event) work to help you do so?

- Tasks Areas - Review all of the Task Areas (down to specifics including hotel, accommodation, communication, media, programme content, etc) and evaluate each one-by-one:

- What went well in each area? What would you improve next time? How might you do it next time?

Write it all down: write it up on oversized paper, take notes, then summarize, and then read the participants evaluation forms, synthesize, and record a sort of 'lessons learned' for next time. It will help you in organizing future events, whether conferences or very different events. Pull it out next time you start to organize an event, refresh your memory, and take note of the lessons learned and suggestions for next time. You can even share it with colleagues who might be organizing similar events and help them avoid some of your mistakes.

**DJECO
OPREZ**



**ZASTITIMO SE
OD UBOJNIIH
SREDSTAVA**

Appendix A

Sample Application for Sponsorship Form:

Name: _____

Organization: _____

Address: _____

Country: Telephone: _____ Fax: _____

Email: _____

Background: areas of relevant work or interest, individual and/or organizational:

(simple information on main activities of your organization)

Previous activities connected to landmines (if any) : _____

Reasons for wishing to attend the xxx Conference: _____

Possible follow-up activities upon returning home? _____

Estimated cost of travel from your town to xxx: _____

Estimated cost of other expenses (visas, etc): _____

If accepted, could you purchase travel tickets and be reimbursed in xxx? _____

If accepted, would you be willing to share a room with another participant? _____



Appendix B

Sample Invitation Letter

January 29, 1999

RE: Landmine Monitor Draft Report/Oslo Landmine Monitor Researchers Meeting 1-3 March 1999

Dear XXX

On behalf of the Landmine Monitor Core Group, I would like to invite you to attend the final meeting of Landmine Monitor Researchers for the first annual report in Oslo, Norway on Tuesday and Wednesday, 2-3 March 1999.

We request that you bring to Oslo with you, in hard copy (print-out) and on disk in either Microsoft Word or Text file, your final research reports. We request that you come to Oslo prepared to discuss the main findings of this research.

In addition, we would like to invite you to participate in events organized by the International Campaign to Ban Landmines on Monday 1 March 1999 in Oslo, Norway to celebrate the entry into force of the 1997 Mine Ban Treaty. We also encourage your country campaign and contacts to celebrate this historic date.

If you would like to attend the Oslo meetings from 1-3 March, please make your own travel and visa arrangements. If you want us to arrange for your accommodation, please let us know no later than February 10. Catch the train from the new Oslo airport, NOT a taxi. Please tell us if you require winter clothes as Oslo will be COLD. Specify your shoe and/or coat size.

If you require visa to visit Norway, please make contact with the nearest Norwegian Embassy as soon as possible. Bring this invitation, and use Norwegian People's Aid in Oslo as reference.

Separate information on Oslo and the Researchers Meeting will follow shortly. We wish to thank you again for providing the first draft of your research paper by the deadline of 1 February 1999 as we requested. Your participation is very much appreciated. We look forward to hearing from you.

Yours sincerely,

Maria Gjørwad Hagen
 Norwegian People's Aid
 for the Landmine Monitor Core Group
 PO Box 8844, Youngstorget, NO-0028, Oslo, NORWAY
 Tel. +47-22-03-77-00 Fax. +47-22-20-09-40
 Email. chr@npaid.no
 www.icbl.org/lm



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Appendix C

Sample Registration Form:

Name: _____

Organization: _____

Address: _____

Country: _____

Telephone: _____ Fax: _____

Email: _____ WWW: _____

Passport Info (if applicable) _____

Name as it reads on passport: _____

Nationality/Number of Passport: _____

Issue Date: _____ Expiry Date: _____

Place of Issue: _____

Arrival Date/Time/Flight _____

Departure Date/Time/Flight _____

Language: (translation required?) Y/N _____

Accommodation: (own booking or conference secretariat books) (if applicable) _____

Dietary requirements: _____

Wheelchair accessibility required: Y/N _____

Materials you are bringing to distribute: documents/exhibition materials (if applicable)Activities you are willing to help with/volunteer: (if applicable) _____



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Appendix C-1

CONFIRMATION FORM

LANDMINE MONITOR MEETING (OTTAWA, DECEMBER 1998)

We would like to ensure that our information is accurate and that we are able to fully meet your needs for the meeting. If you have not already provided this information to us in your correspondence, please fill out this form and return it ASAP to:

Sheilagh Marie Keelan, Logistics Coordinator, LMM
 Fax: (1 613) 241-7423 Tel: (1 613) 241-7010 E-mail: skeelan@cottagers.com

First Name: _____ Last Name: _____

Special meal requirements: Vegetarian _____ Other: _____ (specify)

Winter clothing required: [Men's _____ Women's _____] Coat size _____ Boot size _____

Date & time of arrival in Ottawa: _____ Flight: _____

Date of departure from Ottawa: _____

If arranging your own accommodation, where will you be staying? _____

Travel Expenses (*sponsored participants only)

Please bring all travel receipts with you to the meeting. To help us estimate the reimbursements, please indicate the amount of your:

Airfare: _____ (US\$ or Cdn\$) Visa(s): _____ (US\$ or Cdn\$)

Other: _____ (US\$ or Cdn\$) specify: _____

Reimbursements will be paid in US\$. Would you prefer to receive your reimbursement as:
 cash _____ cheque _____ other _____ (specify and provide details if necessary)

Special Arrangements:

1. Do you have a physical disability which requires special provisions for transport or accommodation (eg. wheelchair accessibility)? If so, please indicate how we might best accommodate your needs.

2. The working language of the Landmine Monitor Meeting is English. Please indicate if you require interpretation. Budgetary restrictions prevent us from making any guarantees, but we'll do our best to ensure your full participation.
 Interpretation required: _____ Language: _____

Have any Questions or Concerns?

Thank you for your time. We look forward to seeing you in a couple of weeks.



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Appendix D

Phnom Penh Information Packet

Landmines Conference Information Pack

The Human and Socio-Economic Impact of Landmines: Towards an International Ban

Welcome to the Information Pack of the Landmines Conference! In this pack, you will find all of the information that you need to register for the conference and plan your individual conference schedule, as well as details on booking flights and accommodation, what to bring, and some useful background information on Cambodia.

This conference, hosted by the NGO Forum on Cambodia and the Cambodia Campaign to Ban Landmines, will be the first such event in a heavily mined country. Cambodia, a country of 8.5 million inhabitants, has an estimated 4-8 million unexploded landmines, and 25,000-30,000 amputees.

One of the main aims of the conference is to bridge the gap between abstract ideas and the harsh reality of living with mines and their effects. Participants will hear the testimonies of landmine victims and their families, watch demining teams, and visit hospitals and rehabilitation centres.

Another important goal is to mobilize regional groups to become more involved in the international campaign to ban landmines. With this in mind, the schedule includes educational and participatory work-

The conference will bridge the gap between abstract ideas and the harsh reality of living with mines

shops on many aspects of the landmines problem, including the scale of the problem both in Asia and around the world; demining & mine awareness; women, children, and mines; starting a campaign, using the media; and campaign networking and advocacy. Newcomers to the issues, and those who would like to start campaigns, will be able to gather all the information, contacts, ideas, and inspiration they need to move towards effective action.

CONFERENCE PROGRAMME Contents . . .

In this conference programme section of the information pack you will find:

Multi-Session Workshops	Page 2
90-Minute Workshops	3
Conference Schedule	6
Visits	8
Sign-up Form	9

Expected results of the conference include:

- ◆ deeper understanding of the human and socio-economic impact of mines in developing countries
- ◆ increased campaign participation by regional groups
- ◆ commitment by funding agencies and governments to aid demining, mine awareness, & victim funds
- ◆ progress in encouraging the Cambodian government to ban landmines & destroy their stockpiles
- ◆ enhanced advocacy efforts prior to and after the UN Protocol Review meeting
- ◆ significant regional and international media attention on landmines issues



contact details...

Conference Coordinator: Ali Ramsay
Conference Office: #201, Preah Sisowath, Phnom Penh, Cambodia
Postal Address: GPO Box 1112, Phnom Penh, Cambodia
Tel/Fax: (855 23) 60480; Internet: landmines@pactok.peg.apc.org



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Appendix E

Phnom Penh Workshop Registration Form

INFORMATION PACK: Conference Programme

Page 9

SIGN-UP FORM: Elective Workshops & Visits

If you wish to take part in one of the multi-session workshops (see page 2), please check one below. Then indicate overleaf whether you wish to join a visit (see page 8) on Thursday June 1.

If you do not wish to participate in a multi-session workshop, please indicate below which 90-minute workshops (see pages 3 - 6) and visits (see page 8) you wish to attend.

Please return the completed form to the conference office by **May 1** to guarantee your options.

NAME: Mr. / Ms. _____
 Organization: _____
 Address: _____
 Country: _____
 Nationality: _____
 Tel: _____ Fax: _____

I wish to attend the following multi-session workshop (please indicate one):

- The Human and Socio-Economic Impact of Landmines
- Advocacy for the Protocol Review and Beyond
- Landmines: Inter-Faith and Ethical Reflection

OR: I wish to attend the following 90-minute workshops (please indicate one for each 90-minute session):

Friday June 2, 2.00 - 3.30

- 1. Landmines in Asia
- 2. Mine Awareness Around the World
- 3. CMAC
- 4. Women, Children, & Mines

Friday 2 June, 4.00 - 5.30

- 5. Understanding Humanitarian Demining
- 6. Using the Media & Campaign Awareness
- 7. Smart Mines & the Control Regime
- 13. Landmines: Why do the World Powers Defend Such a Cruel Weapon?
- OR Presentation of Open Papers

Saturday June 3, 10.30 - 12.00

- 8. International & Regional Campaign Updates
- 7. Smart Mines and the Control Regime
- 9. Mine Awareness in Cambodia
- 10. Starting a Country Campaign
- 15. Cambodia: A Case Study

Saturday June 3, 2.00 - 3.30

- 6. Using the Media & Campaign Education
- 11. The Medical Impact of Landmines
- 16. The Ethical and Religious Dimension
- 5. Understanding Humanitarian Demining
- 14. Landmines: Can Asia Live Without Them?




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Appendix G

Phnom Penh Conference Personal Conference Schedule



**THE HUMAN AND SOCIO-ECONOMIC IMPACT OF LANDMINES:
TOWARDS AN INTERNATIONAL BAN**

Personal Conference Schedule

NAME: Mr. Rob Allsop
ORGANIZATION: Jesuit Refugee Service
COUNTRY: Australia

DATE	TIME	EVENT
THURSDAY	8am-5pm 1:30-5:00	Visit 2 - Visit 1 -
FRIDAY	8:30-10:00 10:30-12:00 2:00-3:30 4:00-5:30 5:30-7:00	Opening Ceremony PLENARY: Summary of the Worldwide situation, Jody Williams Workshop # 3 Workshop # 6 Welcoming reception / VIP Briefing & Reception PLENARY: Cambodia: A Case Study: Interviewer & Panel
SATURDAY	8:30-10:00 10:30-12:00 2:00-3:30 4:00-5:30	Workshop # 8 Workshop # 11 PLENARY: Mines & Development Rae McGrath Workshop # 4
SUNDAY	8:30-10:00 10:30-12:00 2:00-5:30	PLENARY: Strategies for the UN Protocol & Beyond, Panel Workshop # 4 PLENARY: Conference Statements, Regional Action Plans, & Closing Ceremony
MONDAY	6:30 8am-5pm	BANQUET: Ballroom, Cambodiana Hotel Visit 3 -

Postal Address:
P.O. Box 1112
Phnom Penh, Cambodia

Phone / Fax: (855 23) 60480
Internet: ngoforum@pactok.peg.apc.org

Conference Office:
201, Preah Sisowath
Phnom Penh, Cambodia

WORKSHOP NUMBERS & ROOMS

All plenary sessions in ROOM 2

- # 1 = Landmines in Asia, Friday: ROOM 2; Sunday: ROOM 5
- # 2 = Mine Awareness around the World, ROOM 5
- # 3 = Cambodian Mine Action Center (CMAC), ROOM 6
- # 4 = Women, Children & Mines, ROOM 1
- # 5 = Understanding Humanitarian Demining, ROOM 6
- # 6 = Using the Media & Campaign Awareness, Friday: ROOM 1; Saturday: ROOM 7
- # 7 = Smart Mines & the Control Regime, ROOM 5
- # 8 & 10 = Campaign Updates & Starting a Campaign, ROOM 1
- # 9 = Mine Awareness in Cambodia, ROOM 6
- # 11 = The Medical Impact of Mines, ROOM 5
- # 12 = Networking for a Country Campaign, ROOM 2
- # 13 = Landmines: Why do the World Powers Defend Such a Cruel Weapon?, ROOM 2
- # 14 = Landmines: Can Asia Live Without Them?, ROOM 2
- # 15 = Cambodia: A Case Study, ROOM 2
- # 16 = The Ethical & Religious Dimension, ROOM 1
- a = The Human & Socio-Economic Impact of Landmines, ROOM 3
- b = Advocacy for the UN Protocol & Beyond, ROOM 4
- O = Open Paper Presentations, ROOM 7

IF YOU HAVE ANY QUESTIONS ABOUT YOUR SCHEDULE PLEASE CONTACT THE
REGISTRATION DESK IN THE FRONT HALL

The 1995 Landmines Conference is sponsored by the NGO Forum on Cambodia and the The Cambodia Campaign to Ban Landmines



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Appendix F

Oslo Schedule

	SUNDAY 7	MONDAY 8	TUESDAY 9	WEDNESDAY 10
8:30 AM	COFFEE/TEA	COFFEE/TEA	COFFEE/TEA	COFFEE/TEA
9 AM	REGISTRATION	PLENARY United States Senator Patrick Leahy Other Country Representatives	Expanding the Ban - Continued	Expanding the Ban - Continued
10:30 AM	Room #: Ban Treaty Negotiations Update on Previous Week	Expanding the Ban - Continued	Integrating Mine Action: Bad Honnef - Facilitator: Sebastian Kasack, medico International	Mine Free Zones: Speakers: Noel Stott, SACBL, Julio Mapote, MCBL
12 Noon	LUNCH	LUNCH	LUNCH	LUNCH
1 PM	OPENING PLENARY 1. Welcome from Host: Speaker: Halle Jom Hanssen, NPA 2. Overview of ICBL Strategy Post-Ottawa: Speaker: Jody Williams, VVAF 3. A Survivors Perspective Post-Ottawa: Speaker: Tun Channereth, JRS Cambodia 4. Integrating Mine Action: Bad Honnef Speaker: Thomas Gebauer, mi	WORKSHOPS Chechnya & Abkhazia: Facilitator: Micheal Hands, NPA Speakers: Vladimir Kakalia, Abkhazia, Maia Choukhalova, Chechnya	WORKSHOPS National Campaign Planning: Facilitator: Celina Tuttle, MAC Speakers: Liz Bernstein, Mereso Agino, KCBL	WORKSHOPS Disability & Human Rights: Facilitator: Norwegian Handicapped Assn. Speakers: Plamenko Priganica, LSN
2:30 PM	Expanding the Ban Beyond December 1997: Developing strategies for: - Universalization of ban treaty - Complimentarity to CD & CCW - Ratification of ban treaty - Ensuring Compliance - Integration of Call for Ban - Responsibility - Domestic legislation	Non-state actors: Facilitator: Eduardo Marino, Pro Paz Speakers: Noel Stott, SACBL, Sol Santos, PCBL	Demining Technology: Facilitator: Per Nergaard, NPA Speakers: Lou McGrath, MAG, Qadeem Tariq & Mohd Usman, Afghan Campaign. Bob Keely, HI,	Mine Producers - Double-dipping and Stigmatization Facilitator: NRichard Sherman, SACBL Per Nergaard, NPA, Steve Goose, HRW, Susan Walker, HI
4 PM	COFFEE/TEA	COFFEE/TEA	COFFEE/TEA	COFFEE/TEA
4:30 PM	REGIONAL GROUP MEETINGS - Africa - Asia-Pacific - Americas - Europe Introductions Allocation of tasks for Report to ICBL Action Plan	PANEL SESSION Using the Campaign as a Model for Other Issues Speakers: Jody Williams, Dan Smith, Peace Research Institute of Oslo (PRIO), Carl von Essen, RB, Peter van Rossem, Pax Christi NL, David Alwood, Quakers	PANEL SESSION Mine Risk Education: Facilitator: Eric Filippino, NPA Speakers: Meta Sophie, SCF/USA in Afghanistan, Fazel Karim Fazel, MCPA, Benjamin Varela, Angolan Campaign	PLENARY: Lloyd Axworthy, Foreign Minister, Canada Presentation of Regional Reports of Recommendations for ICBL's Action Plan
6 PM		Ban Treaty Negotiations - Daily Update	Ban Treaty Negotiations - Daily Update	Ban Treaty Negotiations - Daily Update



Appendix H

Recorder's Form - Maputo Conference February 1997

1. Full Name of Recorder _____
2. Day _____ Time of Session _____
3. Name of Session _____
4. Numbered Summary of Main Points _____

Appendix I

ICBL Funded Guests - Hotel Korona

First Name	Last Name	Organization	Country Korona	Hotel Conference	Funded by	Share Room	Arrival
Mr. Besnik	Alibali	Antimining Friends Committee/Shoqata Anti-Mina	Albania	Yes	Yes	Haxhimihali ID 9	25 March - air
Ms. Daniela	Anghel	Handicap International	Romania	Yes	Yes	Ciceu ID 31 malev, 16:45	25 March -
Mr. Peter	Barta	Youth Action for Peace, Romania	Romania	Yes	No	Novak ID 61	25 march -
Ms. Liz	Bernstein	ICBL	Mozambique	Yes	Yes	no	25 March
Ms. Sylvie	Brigot	Handicap International France	France	Yes	No	Perrin ID 76	25 March -
Ms. Maia	Chovkhalova	Ctre for Peacemaking & Humanitarian Federation Development	Russian	Yes	Yes	Aurel Duta ID 26	25 March -
Ms. Alina	Ciceu	Romanian Foundation for Democracy	Romania	Yes	Yes	Anghel ID 30	25 March - malev, 16:45
Mrs. Jelena	Cvjetinovic	Landmine Survivors Network, B & H	Bosnia & Herzegovina	Yes	Yes	no	25 March - car c. 17:00
Mr. Stadjan	Dervisevic	Landmine Survivors Network, B & H	Bosnia & Herzegovina	Yes	Yes	Priganica ID 14	25 March - car c. 17:00
Mr. Jozef	Drozdz	Slovak Union for Peace & Human Rights	Slovakia	Yes	Yes	Chmelar ID 34	25 March -
Mr. Aungjiira	Duta	MAMA TERRE (Mother Earth Romania)	Romania	Yes	Yes	Chovkhalova ID 28	25 March - train evening
Ms. Rodica	Evtuhovici	Nat'l Info and Assistance Ctre for NGOs,	Moldova, Republic	Yes	Yes	Samanovic ID 39	26 March - air, 8:00
Ms. Rossitsa	Ferdinandova	Tolerance Foundation	Bulgaria	Yes	Yes	Njaguji ID 56	25 March - bus, 21:00

Appendix J

ACCOMMODATION LISTING - Maputo 1999

More information on many of these hotels can be found on www.mozambique.mz under tourism

PLEASE NOTE: Prices are quoted in USD per room/per night and include breakfast unless otherwise noted. Proximity listed is by car. Due to lack of availability, all rooms must be reserved through the ICBL office. Please return your confirmation form by 1 APRIL 1999 at the latest with your hotel preferences.

Hotel Avenida*

Avenida Julius Nyerere, no. 627
Tel: 258-1-492000 Fax: 258-1-499600
E-mail: No
Single: \$80.00 Double: \$95.00
(two twin beds)

Handicap access: yes

Payment: Dinner's Club, Visa, and Traveler's Checks are accepted.

Proximity: To H. Polana 5 Min, To H. Rovuma 10 Min.

Hotel Cardoso

Avenida Martires de Mueda, 707
Tel: 258-1-491071/5 Fax: 258-1-91804
E-mail: hcardoso@zebra.uem.mz

Single: \$100.00 Seaview Single: \$125.00

Double: \$115.00 Seaview Double: \$140.00

Handicap access: yes

Payment: Visa, Master Card, American Express and Diner's Club are accepted.

Proximity: To H. Polana 7 Min, To H. Rovuma 10 Min.

Hotel Escola Andalucia**

Avenida Patrice Lumumba, 508
Tel: 258-1-423051/430093/431176 Fax: 258-1-422462

Single: \$70.00 Double: \$90.00

Single Suite: \$100.00 Double Suite: \$120.00

Handicap access: Yes

Payment: All credit cards are accepted.

Proximity: To H. Polana 8 Min, To H. Rovuma 10

Other: Extra bed available for \$25.00

Hotel Moçambicano

Tel: 258-1-429252 Fax: 258-1-423124
Single: \$45.00, \$50.00, \$55.00
Double: \$55.00, \$60.00, \$65.00
Handicap access: Yes

Proximity: To H. Polana 12 Min, To H. Rovuma 8 Min.

Hotel Polana*

Avenida Julius Nyerere, 1380

Tel: 258-1-491001 Fax: 258-1-491480

E-mail: polana@emilmoz.com

Single: \$195.00

Handicap access: Yes

Payment: American Express, Diner's Club, Master Card and Visa are accepted.

Proximity: To Rovuma 12 Min.

Hotel Rovuma Carlton**

Rua de Sé, 114

Tel: 258-1-305000 Fax: 258-1-305305

E-mail: rovuma@.isi.co.mz

Single: \$76.00, \$96.00

Double: \$96.00, \$116.00

Double Suite: \$136.00

Handicap access: yes

Payment: Visa, Master Card, Dinner's Club and America Express are accepted.

Proximity: To. Polana 12 Min.

Hotel Terminus*

Rua Francisco Orlando Magumbe, 587
Tel: 258-1-491333 Fax: 258-1-491284
E-mail: termhot@terminus-hotel.com
Single: \$60.00 Double: \$95.00 (one double bed)
Suite: \$140.00 Handicap access: No
Payment: American Express, Diners Club, Visa, Mastercard and JCB are accepted.
Proximity: To H. Polana 5 Min, To H. Rovuma 10 Min.

Hotel Tivoli**

Avenida 25 de Setembro, 1321
Tel: 258-1-307600/8 Fax: 258-1-307609
E-mail: Tivoli@teledata.mz
Single: \$80.00 Double: \$100.00 (twin beds)
Double Suite: \$140.00
Handicap access: yes
Payment: Visa and Diner's Club are accepted.
Proximity: To H. Polana 10 Min, To Rovuma 5.

Hotel Turismo**

Avenida 25 de Setembro, 1743
Tel: 258-1-305284/305374 Fax: 258-1-424937
Single: \$25.00 Double: \$34.00
Suite: \$42.00 Handicap access: no
Proximity: To H. Polana 4, To H Rovuma 12 Min.

Hoyo-Hoyo Residencial*

Avenida Francisco Orlando Magumbwe, 837
Tel: 258-1-490701/494273/97 Fax: 258-1-490724
Single: \$40.00 Double Jr.: \$50.00
Double: \$75.00 Suite Jr.: \$75.00
Handicap access: Yes
Proximity: To H. Polana 5 Min, To H. Rovuma 10 Min.

Pensão Martins

Avenida 24 de Julho, 1098
Tel: 258-1-424930 Fax: 258-1-424645
Single: \$50.00 Double: \$60.00 (two twins beds)
Handicap access: no
Payment: Visa and American Express are accepted.
Proximity: To H. Polana 8 Min, To H. Rovuma 7 Min.

* Denotes hotels within a 10 minute walk of the Polana.
** Denotes hotels within a 10 minute walk of the Rovuma.

Appendix K

Phnom Penh Sign Up Form

INFORMATION PACK: Flights, Visits, Useful Information

Page 5

BOOKING FORM: Flights and Accommodation

(PLEASE TYPE OR WRITE IN BLOCK LETTERS)

Personal Particulars

Name as in passport: Mr / Mrs / Ms _____
Passport No: _____ Issued Date: _____ Expired Date: _____
Organization: _____
Address: _____
City: _____ Country: _____ Postcode: _____
Telephone: _____ Tele: _____ Fax: _____

Accompanying Person (Sharing room)

Name as in passport: Mr / Mrs / Ms _____
Passport No: _____ Issued Date: _____ Expired Date: _____
Organization: _____
Address: _____
City: _____ Country: _____ Postcode: _____
Telephone: _____ Tele: _____ Fax: _____

Conference Flight & Accommodation Package

Please indicate preference of category & hotel list 1st/2nd/3rd choices

CITY (AIRLINE)	DELUXE	FIRST CLASS	STANDARD	TOURIST
Bangkok (VJ)	\$ 735	\$ 800	\$ 450	\$ 415
Los Angeles (TG)	\$1815	\$1645	\$1535	\$1515
Los Angeles (SQ)	\$1790	\$1620	\$1510	\$1490
Los Angeles (MH)	\$1775	\$1605	\$1495	\$1475
New York (TG)	\$2050	\$1915	\$1765	\$1730
New York (SQ/MH)	\$2015	\$1880	\$1730	\$1695
Paris (TG/MH)	\$1970	\$1835	\$1685	\$1650
Sydney (TG)	\$1570	\$1435	\$1285	\$1250
Melbourne (TG)	\$1570	\$1435	\$1285	\$1250
Perth (TG)	\$1840	\$1700	\$1550	\$1520

- Cambodiana Allison Star Hotel Hawaii Hotel Renaissance Hotel
- Diamond Hotel Gold Hotel
- Royal Phnom Hotel La Pullotte Hotel
- Landmark Blvd Hotel Taiseng Hotel

Please indicate 1st, 2nd, and 3rd choices of hotel in the boxes above.

OPTIONAL: I enclose \$ _____ as a single room supplement for the 5 days (see page 2 for details and amounts)

Payment

Hotel room reservations and other services required will only be confirmed when full payment is received no later than May 8. Kindly ensure that all payment is made payable to the travel agent on page 2 that is closest to you. A one-night room rate plus 50% of other services (if any) will be charged for any cancellation. Please return the completed form and payment to your nearest travel agent in the list on page 2.



**Appendix L****MAPUTO RESTAURANTS - MAY 1999**

Cafes	Polana Café, in the Polana hotel Navegador coffee shop, in the Cardoso Hotel Bula Bula, in the Hotel Rovuma Café Roma, in Shoprite Complex, on Avenida Acordos de Lusaka Café Contenental, on Avenida 25 de Setembro Café Estoril, on Avenida Mas Tse Tsung next to USIC Nautilus, on Avenida Julius Nyerere, corner of 24 de Julho Mastop, on Avenida 25 de Setembro, ground floor of the 33 building
Ice Cream Parlors	Beijo Gelado, Avenida 24 de Julho near the industrial school Gelados Ciao, Avenida Mao Tse Tung, next to café Estoril Esquimo Sorvete, off Avenida Julius Nyerere behind old TVM Gelados Tropical, Avenida Julius Nyerere near Piri-Piri Splash, Avenida Vladimir Lenine, PH8 building at Coop Ti'Palino, Avenida 25 de Setembro, 1195/1201
Chinese	Restaurant Macau, Avenida 25 de Setembro 936, 306764 Restaurante Sheik, Avenida Mao Tse Tung 54, 490197/493409
Ethiopian	The Cottage, Avenida Eduardo Mondlane 1267, 305409
Indian	Restaurante Taj Mahal, Avenida Filipe S. Magaia 350, 424715
International	The Bistro, Avenida Julius Nyerere 945, 497644 Café Maputo, Avenida Julius Nyerere 630, 493207 Mundos, Avenida Julius Nyerere, & Eduardo Mondlane, 494080
Italian	El Greco, Julius Nyerere 326, 491898 A Grelha, Avenida Julius Nyerere 967, 494095 Vila Italia, Avenida Fredrick Engels 635, 497298 Pensao Martins, 24 de Julho??
Portuguese/Seafood	Cristal II, Avenida 24 de Julho 554, 497595 Restaurante 1908, Avenida Eduardo Mondlane, 424834 Restaurante Gaivota, Club Marítimo, Avenida Marginal 36, 496345 Restaurante Clube Naval, Avenida Marginal, 429690 Restaurante Costa de Sol, Avenida Marginal 319, 450115/450038 Restaurante Peguim, Avenida Julius Nyerere 822, 493876 Restaurante Piri-Piri, Avenida 24 de Julho 14, 493205/492379 Restaurante Ungumi, Avenida Julius Nyerere 1555, 490911/400951 Restaurante Tinanic, Rua Estevão de Ataíde 20/22, 499671 Zé Verde, Avenida de Angola 2952, 465084 Vila dos Pescadores, Avenida Marginal 1220, 450301

The main area for restaurants is along Avenida Julius Nyerere (starting a 5 minute walk South from the Polana which is also on Julius Nyerere). Most of these restaurants are in this area. A less expensive option, but only accessible by taxi, is the Feira Popular, on Avenida 25 de Setembro that is filled with a variety of different types of restaurants. There are also some good Seafood restaurants along the Marginal which are only accessible by car or taxi. Finally, all the hotels have their own restaurants which offer a variety of good international cuisine, but usually range from \$15-25 per person.

**Appendix M****Landmine Monitor Researchers Meeting December 1-2, 1998 Ottawa, Canada******Information to Get You to Ottawa!****

It will probably be very chilly when you come to Ottawa, but we hope to give you a very warm reception! Here's some information that might be of help to you.

****Meeting Location****

All meetings are being held at:

The Canadian Government Conference Center, 2 Rideau Street (corner of Sussex Drive)

Tel: (1-613) 990-6700 Fax (1-613) 990-6706

Enter from Rideau Street Entrance or Colonel By Entrance

****Hotel (Sponsored Participants)****

Market Square Inn (10 min walk from Conference Center) 350 Dalhousie Street, Ottawa, Ontario

Tel + 1-613-241-1000

****Important Contacts****

Mines Action Canada (Ex Dir Paul Hannon)

Tel + 1-613-241-3777 Fax + 1-613 241-3410 Addr: 1 Nicholas Street, Suite 1210 (10 min walk from Conference Center, 5 min from Market Square Inn)

Liz Bernstein, staying at Market Square Inn — Tel + 1-613 241-1000

Mary Wareham, staying at Lord Elgin Hotel — Tel + 1-613 235-3333

Sheilagh Marie Keelan (Logistics Coordinator for LMM)

Tel + 1-613 241-7010 Fax + 1-613 241-7423 E-mail skeelan@cottagers.com

****CONFIRMATION DETAILS****

If you have not already provided the following information to us in your correspondence, PLEASE DO SO AS SOON AS POSSIBLE to Sheilagh Marie Keelan, Fax: + 1-613 241-7423 E-mail: skeelan@cottagers.com

- Coat and Boot sizes if you require Winter clothing
- Date, time, flight/other arrival in Ottawa (*sponsored participants only)
- Date of departure from Ottawa (*sponsored participants only)
- If arranging your own accommodation, where will you be staying?

Travel Expenses (*sponsored participants only)

To help us estimate your reimbursement, please indicate the amount of your airfare, visa and other travel expenses. Please bring all travel receipts with you to the meeting.

Special Arrangements:

- Do you have a physical disability which requires special provisions for transport or accommodation (eg. wheelchair accessibility)? If so, please indicate how we might best accommodate your needs.
- The working language of the Landmine Monitor Meeting is English. If this will pose a problem for you, please let us know. Budgetary restrictions prevent us from making any guarantees, but we'll do our best to ensure your full participation.
- If you have any special dietary requirements we should consider in planning breakfasts and lunches at the Conference, please communicate with Sheilagh.



Appendix M (continued)

Landmine Monitor Researchers Meeting December 1-2, 1998 Ottawa, Canada

Now for all the good stuff!

Visas

A visa may be required for your entry into Canada. Please attain all necessary documents before you leave for Canada. Visas are not granted at the airport. If you are having problems acquiring your visa, please contact Kerry Brinkert, Dept. of Foreign Affairs and International Trade, Ottawa, Tel + 1-613-944-1268, Fax + 1-613-944-2501.

Language

Both official languages of Canada, English and French, are spoken in the Ottawa area. The Landmine Monitor Researchers Meeting will be conducted in English.

Weather

Freezing temperatures in the -5°C to +5°C range, snow flurries and cold winds do come to Ottawa in early December. Warm dress (covered legs, sweaters, closed shoes) and winter clothing (coats, boots, hat, gloves, scarf) are highly recommended.

Warm clothing

For the convenience of participants from warmer climates, the loan of winter coats and boots is being arranged with the assistance of a local social service agency. We hope to arrange for delivery of the clothing to the Market Square Inn, where most of the sponsored participants will be staying. Exact details of when and where to pick up your clothing will be provided to you in a Welcome Information Kit which you will receive when you check in to the hotel. You may also contact the MAC Office upon your arrival.

Welcome Information Kit

To give you a head start on the meeting and your stay in Ottawa, a Welcome Information Kit is being prepared for you. A copy will be held in your name at the Market Square Inn (if that is where you're booked to stay). Alternatively, you may pick up your kit at the LMM Secretariat Office, Room 178 on the 1st floor of the Government Conference Center on Monday November 30, or at the Registration Desk on the first morning of the Landmine Monitor Meeting. It will contain the Final Agenda, Participant List, calendar of events, restaurant listings, and other useful information.

Arriving in Canada

Most participants will be arriving in Canada at the Ottawa International Airport or the airports in Montreal (about 2 hours away by bus). *Please note: Toronto is 5 hours by bus from Ottawa, no one should allow their travel agent to book their flight to end in Toronto.

You are responsible for making your own way from the airport to your hotel or the conference site in downtown Ottawa. If you encounter any difficulties, please contact the MAC office or Sheilagh Marie Keelan (see the Contact List for phone numbers).

Immigration:

Please keep your passport, visa, and invitation letter handy. It can save time and trouble.

Lost Luggage:

If your luggage does not arrive on the same flight, please go to the lost luggage section before you go through customs clearance. Give them detailed information, your address and phone numbers where you will be staying (or the MAC office). Get a receipt for future communication. Keep important items, a set of clothing, etc. in your hand luggage to help you get through a day or two in case your luggage travels further than you do.



Appendix M (continued)

Landmine Monitor Researchers Meeting December 1-2, 1998 Ottawa, Canada

Transportation from Ottawa International Airport to Hotel

Just outside the Arrivals area, we suggest you catch the airport-hotel shuttle bus (preferred for convenience and cost). If necessary, taxis are available outside Arrivals as well.

Shuttle bus to downtown Ottawa hotels

The shuttle will stop at most major downtown hotels including the Market Square Inn upon request. Just give the name of the hotel to the driver when you purchase your ticket. Catch the mini-bus right outside the Arrivals area. Tickets may be purchased in cash directly from the driver or at the bus booth to the right of the door outside the Arrivals area (marked by blue and white stripes). Request a receipt if you require reimbursement.

Return fare: \$14.

Schedule: leaves the airport every half hour at 10 minutes after and 20 minutes to the hour (about a 20-30 minute trip to hotel)

Information: Tel + 1-613 736-9993.

Return trip to Airport: You must request pick-up service. Ask at the hotel front desk or call the above Information Line to schedule a pick-up.

Taxi to downtown Ottawa hotels

approximately \$22-25 Cdn one-way (request receipt)

Transportation for persons with disabilities

Some taxis and Para-Transpo offer door-to-door transportation service for persons with disabilities who are physically unable to board conventional transit services. However, these services require advance reservation of one to two days. If you require pick-up at the airport, please communicate this request (including arrival time) to Sheilagh and ask her assistance in booking transportation service during your stay in Ottawa. **Fares: taxi (regular fare), Para-Transpo (\$3.50 cash before 9:00, \$2.25 cash after, runs 6:30 to 24:00).**

Currency

The currency of Canada is the Canadian dollar (equal to 100 cents), currently valued at approx. \$1.55 US. Canadian currency may be obtained at the following locations:

Ottawa International Airport

TravelEx kiosks are located downstairs by Info Desk in Arrivals (weekdays 9am-midnight) and 2nd floor near Departure area (weekdays 5am-10pm). Most major currencies may be exchanged at a fee of \$3 Cdn up to \$300 Cdn plus 1% after. A Buy-back guarantee (will buy Cdn currency back when you leave at same rate as exchanged) may be purchased for an additional \$2.50.

Montreal Airports (Dorval and Mirabel)

Foreign exchange outlets are located at each airport. Ask for directions upon arrival.

Banks

Major banks are within walking distance of all downtown hotels and the Conference Center and will exchange major currencies (a fee in the range of \$2.50/transaction may be applied). Check with your hotel front desk for directions and hours of operation of the nearest bank.

Currencies International

a currency exchange outlet located on the third floor (near MacKenzie Bridge exit) of the Rideau Shopping Centre, across the street from the Conference Center. Will exchange most major currencies into Canadian dollars at a fee of \$2.50 Cdn per receipt. Hours: Mon-Fri, 9am-9pm, Sa, 9:30-6pm, Sun, noon-5pm. Tel 569-4075



Appendix M (continued)

Landmine Monitor Researchers Meeting December 1-2, 1998 Ottawa, Canada

ATMs

Located in all airports, banks and the Rideau Shopping Centre, these machines will accept major credit and Interac cards.

Accommodation

Participants whose travel expenses are being sponsored by the ICBL will be staying at the Market Square Inn, 350 Dalhousie Street, Ottawa, Tel +1-613-241-1000. The Hotel is a 10-minute walk from the Conference Center and located in the heart of Ottawa's restaurant/entertainment area. There is also a taxi stand at the hotel. Check-in time is no earlier than 15:00. (Feel free to go to the Conference site if you arrive earlier, the nearest Airport shuttle drop-off point is the Chateau Laurier Hotel, across the street from the Government Conference Center). Check-out time is no later than 12:00 (you may check your luggage at the hotel front desk or bring it to the Conference site if necessary). Your reservations are made based on the arrival and departure dates you've provided to us. If details about your arrival and departure change, please contact Sheilagh. If you are unable to attend the meeting as planned, please contact her to cancel your reservation.

Participants paying for their own travel expenses may contact Sheilagh, Mary Wareham or the MAC office for a List of Hotels.

Meals

Breakfast and lunch are provided at the LMM on December 1 and 2. Participants are on their own for all other meals. For your convenience, a listing of local restaurants will be provided in your Welcome Information Kit.

Per Diems

A Per Diem of \$35 Cdn will be provided to sponsored Participants upon request. Total Per Diems will be calculated based on the number of days in Canada deemed essential to facilitating the participants' attendance at the Landmine Monitor Meeting and are intended to cover the cost of meals, local transit and incidentals.

Per Diems will be distributed on December 1st, the first day of the Meeting. Alternatively, those arriving early may make alternative arrangements by contacting MAC upon their arrival in Ottawa.

Travel Reimbursements

Be ready to have all your travel receipts photocopied on the first day of the Meeting, December 1. Reimbursements will be calculated and distributed on the afternoon of the second day.

Security

Most hotels offer safety deposit boxes for cash and valuables. Check with the Front Desk of the hotel.

Faxes

Faxes may be sent to you:

- c/o Mines Action Canada office
Fax: +1-613-244-3410 Tel: +1-613-241-3777 - Faxes will be picked up regularly from the MAC Office
- c/o Land Mines Monitor Meeting at the Government Conference Center
Fax +1-613-990-6706 Tel: +1-613-990-6700

You will be able to arrange for outgoing faxes through the LMM Secretariat Office at the Conference Center.

E-mail and Cell phones

Information/assistance for e-mail and cell phone communication will be available on site at the meeting. If you bring your cell phone, check with your service provider about using it in Canada before you leave home. Also, check with your e-mail service provider about whether your account may be accessed via the Internet or whether a local (Ottawa) access phone number is available in Canada.



Appendix N ROOM SET-UP INSTRUCTIONS

Location: _____

Date Prepared: _____

Room: _____

Draft #: _____

Meeting/Function: _____

Dates Used (D/M/Y): _____ Time: _____

Sign outside room: _____

Power requirements: _____

Equipment requirements / source: _____

Set-up (provided by facility): _____

To be supplied or arranged by MAC: _____

F&B Requirement: _____ Serving time: _____



SO YOU WANT TO HOLD A LANDMINES CONFERENCE?



Appendix O

Maputo Translator Assignment Form

TUESDAY 25th		8:30 - 10:00
OPENING PLENARY		EP Adolfo Januario FP Becas João
1. Opening: 2. Setting the Scene: The ICBL in the Current International Context Speaker: Jody Williams 3. An Overview of the situation in Southern Africa Facilitator: Alex Vines		
10:30 - 12:00		EP Adolfo Januario FP Becas João
OPENING PLENARY (Cont.)		
4. Case Study: Mozambique - presented by Mozambican Campaign against Landmines 5. Case Study: Angola - presented by Angolan Campaign against Landmines		
14:00 - 15:30		Teresa Claudia EP Adolfo FP Becas
Optional Visit 1: Demining Training Centre & Site Optional Visit 2: Hospital / Orthopaedic Centre		
1: The Road to Ottawa		EP Januario FP João FP Augustino EP Sarita
2: Strengthening Southern Campaigns		EP Liberio FP Florence EP Yonisse
Stream AP#1: Setting Humanitarian Demining Priorities		
Stream BF#1: Mine Awareness Programmes		
Stream CF#1: Effects of Landmines on Children		
16:00 - 17:30		Teresa Claudia EP Adolfo FP Becas
Optional Visits 1 & 2 continued		
1: The Road to Ottawa continued		EP Januario FP João EP Sarita FP Augustino EP Liberio
2: Strengthening Southern Campaigns continued		
Stream CF#2: Mine Survivor's Experience		
Stream DF#1: Advocacy Strategies		FP Florence



SO YOU WANT TO HOLD A LANDMINES CONFERENCE?



Appendix P

TRAVEL REIMBURSEMENT FORM

Landmine Monitor Researchers Meeting
Ottawa, Canada | -2 December, 1998

Name: _____
Organization: _____
Country: _____

Expense	Amount	Currency	Receipt Rec'd (LM initial)	Exchange (US)
Roundtrip air				
Visa				
Airport tax				
				Amount in US \$

Total Paid: _____
Received by: _____ Paid by: _____
Date: _____ Date: _____

Notes: _____



Appendix Q Reimbursement Form

For the Landmine Monitor Conference, Dublin, Ireland 15-18 September 1998

Name: _____
 Organization: _____
 Country: _____
 Tel/Fax: _____

Per diem for food/transport in Dublin per day during meeting:

Amount received:
 £15 (Irish pounds) per day x 5 days = £75 total

Received by: _____ Paid by: _____
 Date: _____ Date: _____

Appendix R PER DIEM PAYMENT FORM

Landmine Monitor Researchers Meeting Ottawa, Canada 1-2 December, 1998

Name: «Fname» _____ «Lname» _____
 Organization: «Campaign/Organization» _____
 Country: «Country» _____

Date/Time of Arrival (in Ottawa): «Arrival» _____
 Date/Time of Departure: «Departure» _____
 Number of days in Ottawa: _____
 x \$35Cdn/day

Total Per Diem payable: _____

Amount Received	Received by/date	Paid by/date
1. _____	_____	_____
2. _____	_____	_____

IMPORTANT:

The charge for your hotel room + taxes will be invoiced directly to Mines Action Canada. However, you are responsible for paying all food, phone, transport and other expenses incurred during your stay in Ottawa. The Per Diem is the only money that will be paid to you by the Landmine Monitor to help cover these expenses.



Appendix S Maputo List of Reimbursements

ID	Surname	First Name	Country	US\$
127	Abdelkader	Ngara	Chad	1,345
8	Agina	Mereso	Kenya	920
137	Ahadzie	George	Ghana	1,520
130	Akoa	Phillip	Cameroun	1,500
119	Alyan	Hadyat	Sudan	1,450
124	Banda	Fackson	Zambia	740
73	Basumba	Bolumbo	Zaire	1,045
82	Boly	Abdourawane	Burkina Faso	2,444
21	Chirwa	Vera	Malawi	405
25	Chisunkha	Capt. L.M.H.T.	Malawi	580
133	Chitraker	Purna	Nepal	2,036
248	Conceicao	Jose	Mocambique	385
384	Cuchilemba	Jaime	Mocambique	430
44	Dagnino	Francesca	Zimbabwe	185
144	Gebreyesus	Abraham	Eritrea	467
59	Gharbi	Abdelkaber	Algeria	400
390	Gulambondo	Jorge	Mocambique	305
394	Gumancanze	Manuel	Mocambique	305
93	Hayes	Bria	Australia	162
237	Issa	Mahamound	Somalia	1,215
31	Keethaneth	Sheila	Mauritius	525
170	Magwaza	Maureen	Swaziland	100
112	Manohar	Moses	India	1,470
349	Mariceta	Joao	Mocambique	305
16	Marino	Eduardo	Colombia	3,185
160	Mkhonta	Faith	Swaziland	125
15	Moon	Chris	UK	1,140
339	Misibi	Vulindela	Swaziland	160
69	Misika	Clifford	Malawi	90
49	Mwakasunguru	Undule	Malawi	570
132	Ofori-Ohene	Seth	Ghana	1,400
120	Okia	Richard	Uganda	790
70	Ouedraogo	Halidou	Burkina Faso	2,444
97	Phiri	Alexander	Zimbabwe	415
100	Rodstedt	John	Australia	440
87	Rupia	Martin	Zimbabwe	498
123	Sampath	Ranjini	India	1,645
105	Samuel	Jorge	Mocambique	346
78	Santos	Sol	Philippines	5,000
425	Shivute	Oswald	Namibia	890
95	Sinkala	Sundie	Zambia	755
194	Thomas	Nanette	Sierra Leone	2,926
121	Tine	Alione	Senegal	1,425
45	Ullah	Ahsan	Bangladesh	1,795
261	Ousman	Mohammed	Senegal	1,425
Total:				61,873





Appendix T

Evaluation Forms: two samples

- These forms can be included in the participant packs or handed out at the end of the conference. Its best to ask participants to give back the forms before they leave and to build in some time during the conference program for evaluation, usually during one of the last sessions of the last day
- it is useful to compile a summary of the feedback received in the evaluations by participants and use these in the conference reports where appropriate

Simple evaluation (good for shorter meetings and if you do not require detailed feedback)

Name: (optional) _____

1. What was useful about the conference?

2. What was NOT useful about the conference?

3. What suggestions do you have for next time/future conferences

Thanks, conference organizers



Appendix T

Evaluation Forms: two samples

Detailed Evaluation (good for getting information on specific issues eg. Sessions, facilitation, translation, objectives etc)

Dear participant,

We have compiled this evaluation report so that we can hear about your experience of our conference. This form allows for ratings and comments on: A. Program, B. Practical Arrangements and C. Objectives and follow-up activities for this event.

We really appreciate your input and thank you for taking the time to evaluate the conference. Your feedback will be summarized and included in the Conference Report. Also, your comments will guide future conferences that we organize.

Thanks, conference organizers

A. Program

Day one: session X

I found this session useful
(circle one) | 2 3 4 5 (1 = disagree, 3 = partly agree, 5 = agree)

Comments: _____

1. Day one: session Y

I found this session useful | 2 3 4 5

Comments: _____

2. Day two: session Z

I found this session useful | 2 3 4 5

Comments: _____

AND SO ON FOR EACH SESSION OR DAY





Appendix T(continued)

Evaluation Forms: two samples

3. Facilitation (chairing)

Facilitation of sessions was of a high standard and helped to guide proceedings | 2 3 4 5

Comments: _____

B. Practical Arrangements

1. Comments on travel and visa arrangements

2. Comments on conference venue, accommodation and meals

3. Comments on translation/interpretation

4. Comments on written materials and information provided for participants before and during the conference



Appendix T(continued)

Evaluation Forms: two samples Objectives and follow-up activities

1. The objectives for the conference were met (1 = disagree, 3 = partly agree, 5 = agree)

Objective A (eg. Information-sharing amongst campaigners) | 2 3 4 5

Objective B (eg. Planning for future advocacy and campaigning activities) | 2 3 4 5

Objective C (eg. Training on media liaison) | 2 3 4 5

Comments: _____

2. Were the objectives for the conference relevant to your work/activities?

Comment: _____

3. What obstacles (if any) do you think you will face when you implement the learnings from this conference/ put the plans of the conference into action?

Comment _____

