



GICHD Strategy 2006 - 2008

This document describes the strategic goals and operational objectives of the Geneva International Centre for Humanitarian Demining (GICHD) for the period 1 January 2006 to 31 December 2008. Based on this Strategy, action plans will be developed on an annual basis that contain concrete activities and measurable performance targets.

I. Vision

The GICHD strives for a world free of anti-personnel mines and from the threat of other landmines and explosive remnants of war, and where the suffering and concerns of populations living in affected areas are addressed.

II. Mission Statement

The GICHD works for the elimination of anti-personnel mines and for the reduction of the humanitarian impact of other landmines and explosive remnants of war.

To this end, the GICHD will, in partnership with others, provide operational assistance, create and disseminate knowledge, improve quality management and standards, and support instruments of international law, all aimed at increasing the performance and professionalism of mine action.

III. Principles

The following principles reflect the core values upon which the GICHD mission is based:

- (1) Committed to humanitarian principles: humanity, impartiality, neutrality and independence.
- (2) Responsive across the full spectrum of mine action: emergency, reconstruction, peace-building and development.
- (3) Respect for the primary responsibility of affected States for mine action, and place emphasis on local ownership and capacity building.
- (4) Operationally focused: ready with a rapid and flexible response to meet field requirements at minimum cost.

- (5) Partner focused: with national governments, international and regional organisations, local and international NGOs, research centres and commercial companies.
- (6) Committed to quality: to make mine action safer, cheaper, faster and more effective.
- (7) Gender perspective: included in work and programmes whenever relevant.

IV. Strategic Goals and Operational Objectives

The true measure of the success of the GICHD is the degree to which its knowledge, tools, operational assistance and the standards it promotes enhance the decisions and actions of its partners in advancing the well-being of the ultimate beneficiaries – the people in countries affected by mines and explosive remnants of war. Therefore the **strategic goals** are shared ones, but reflect the priorities and competence of the GICHD.

The Centre's **operational objectives** outline the specific contributions it will make to achieve progress on the strategic goals. These have been formulated as measurable objectives within the three-year time-frame of the Strategy.

STRATEGIC GOAL 1 - OPERATIONAL ASSISTANCE

National and local authorities should be able to effectively and efficiently plan, coordinate and implement safe mine action programmes, as well as to implement their obligations under international humanitarian law.

Operational Objectives

- 1.1 Information management tools will be operational and can be fully used by national authorities and implementing partners.
 - The *Information Management System for Mine Action (IMSMA)* Version 4 will be completed, installed and implemented where appropriate.
 - Field support for the integration and training of information management techniques into mine action continues to be delivered.
 - Additional tools are developed to meet new information management requirements or which reflect new technologies.
- 1.2 Safe, appropriate and cost-effective techniques, technologies and best practices for mine action will be made available and utilised by programmes in the field.
- 1.3 National and local authorities will be enabled to develop and implement their mine action strategies and plans, set priorities and coordinate activities using sound legislation and socio-economic principles.
- 1.4 National authorities will be enabled to implement their obligations or voluntary commitments stemming from the Anti-Personnel Mine Ban Convention and other relevant instruments of international law.
- 1.5 Capability will be retained to deploy staff on short-term specific assistance missions.

STRATEGIC GOAL 2 – CREATE AND DISSEMINATE KNOWLEDGE

National authorities and implementing partners should be able to make sound decisions based on the most up-to-date technical solutions, best practices and lessons-learned generated by field research, socio-economic studies and evaluations.

Operational Objectives

- 2.1 Research will be conducted in cooperation with field actors to identify and formulate practical solutions to current and emerging problems in mine action.
- 2.2 Studies will be completed that document how different mine action programmes have addressed common problems, and generate valid and reliable findings concerning best practices.
- 2.3 Evaluations will be undertaken to document the relevance, impact, effectiveness, efficiency and sustainability of mine action programmes, in order to provide sound recommendations for performance improvements, and generate lessons-learned for future guidance.
- 2.4 An evaluation and best practice data-base will be developed and maintained.
- 2.5 Mine action decision-makers will be provided with a comprehensive range of practical options for learning about technical solutions, best practices, and lessons learned. These will include field demonstrations, workshops, operational handbooks and guides, software tools, and outreach activities delivered by the GICHD. Where feasible, products will be provided in the local language of mine-affected countries.
- 2.6 Managers and researchers from other mine action partners will be invited to participate actively in both regular and ad hoc fora, and virtual networks, provided by the GICHD. This will allow them to exchange and discuss information, and keep abreast of developments.
- 2.7 Current and emerging problems faced by mine action programmes and operators will be identified, inter alia through the International Meeting of Mine Action Programme Directors and Advisers.

STRATEGIC GOAL 3 - QUALITY MANAGEMENT AND STANDARDS

Mine action programmes should be conducted to the highest standards.

Operational Objectives

- 3.1 Standards are made available and will be used by national authorities and implementing partners.
 - *International Mine Action Standards (IMAS)* are developed, reviewed, revised and disseminated on behalf of the United Nations.
 - Assistance and training will be provided to national authorities and implementing partners.
 - National authorities will be enabled to write and apply their own national mine action standards.

- 3.2 The quality of evaluations undertaken in mine action will be improved by the production of standards and guidelines.
- 3.3 Local capacities in evaluation will be strengthened in order to improve the quality of national mine action programmes.

STRATEGIC GOAL 4 – INSTRUMENTS OF INTERNATIONAL LAW

The development and implementation of instruments of international law that address landmines and explosive remnants of war should be efficiently supported.

Operational Objectives

- 4.1 The mandate given to the GICHD by the States Parties to the Anti-Personnel Mine Ban Convention, to establish and maintain an Implementation Support Unit, will be executed to their satisfaction.
- 4.2 Support will be provided to the implementation of the Anti-Personnel Mine Ban Convention and the Nairobi Action Plan 2005 - 09, through research activities, expert advice and assistance.
- 4.3 The development and implementation of other instruments of international law related to landmines and explosive remnants of war, will be supported, upon request and at a technical level.

STRATEGIC GOAL 5 – LEARNING ORGANISATION

Internal synergies and work methodologies will constantly be improved to make the GICHD more effective, efficient and relevant.

Operational Objectives

- 5.1 The GICHD aims at constantly improving its working methodologies and the quality of its outputs, in line with the attributes of a centre of excellence.
- 5.2 Projects and programmes will be implemented according to annual action plans, containing activities, aims, performance targets, time frames and budgets. Where appropriate, they will include monitoring and evaluation components. Country overviews will be developed in order to best use internal resources and synergies.
- 5.3 Staff composition will take into account expertise, gender balance and wide geographical representation. The views and specific knowledge of individuals from mine-affected countries will be included in the work of the Centre, either as staff members, interns or consultants.

Geneva, 12 December 2005