



8 June 2022

## External evaluation of the Geneva Centres – GICHD Management response

The GICHD appreciates the significant work that the evaluation team has done to assess the relevance, effectiveness, efficiency and sustainability of the GICHD. The findings of the report are overwhelmingly positive. We are particularly pleased with the extent to which our partners value the support we provide, that the evaluation team assessed the reputation and standing of the Centre to be excellent, and that the GICHD is viewed as a thought leader on result-based management in the sector – the ability and determination continuously to learn and adapt being at the very core of our working culture. While the latter applies of course to our internal systems and processes as well, we are pleased to note that a large majority of our staff is satisfied working for the GICHD.

The evaluation concludes that *the mandate, strategy, programmes, and approach of the GICHD are all highly relevant and respond effectively to the current needs of the mine action, ammunitions management and wider explosive risk reduction sector*. In 2019, the GICHD adopted a new Strategy with a broadened horizon of work around explosive ordnance risk reduction combining programmes on mine action and on ammunition management. The evaluation validates this new strategic orientation and confirms that *the services and expertise of the Centre will likely be in demand for a long time* and that donors remain committed to continuing supporting our work – a sign of relevance of and confidence in our work of great significance to us.

We also note that our efforts to link explosive ordnance risk reduction with broader agendas has been acknowledged by the evaluation, which states that the Centre's approach to sustainability is positive, linking explosive ordnance risk reduction with humanitarian efforts, longer-term development objectives and wider peace goals. The sustainability of our approach is also the result of the focus we continue to place on strengthening national capacities and national ownership and our long-standing cooperation with national authorities.

These findings are taken into account in the ongoing development of the next GICHD Strategy 2023-2026, which is intended to be a strategy of consolidation, building upon the successful initiatives launched since 2019 and capitalizing on strengths identified in the evaluation, including the capacity to strike a measured balance between focusing on its own core mandate and organizational priorities, and donor needs and the needs of the wider mine action sector.

As mentioned, we appreciate the importance of continuous learning and adapting. The development of a results-based management system over the last few years allows us now better to plan, monitor and adjust our programmes, based on evidence. We are committed to continuous improvement of the services we deliver to our partners as well as of our own organization, its people, structures and processes. We welcome the recommendations of the evaluation in this regard. We will capitalize on the findings from the report to shape and strengthen our response to the needs of our partners, while adapting our internal structures and processes to ensure that the GICHD is a thriving organization where people are empowered and supported to deliver impact. Such an adaptation is even more important and expected now that the GICHD has grown significantly in recent years and has also witnessed a significant diversification of its professional profiles.

The table below provides an overview of the GICHD response to the specific recommendations stemming from the evaluation.



## GICHD responses to the recommendations

Recommendation	GICHD Response
<b>GICHD related recommendations</b>	
<i>Re-establish the Advisory Board with a review of membership and operating modalities to ensure maximum effectiveness of the Board.</i>	The GICHD agrees with the evaluator's recommendation. It is indeed an opportune moment to reinvigorate this group as the Centre moves into its next Strategy 2023-2026. In 2021, the GICHD had established a list of potential new members for a re-established Advisory Board and will review operating modalities by end of 2022.
<i>Commission an independent, impartial review of leadership and management with a key objective of developing a strategy to address the ongoing issues reported by staff.</i>	An independent external analysis of the internal working environment of the GICHD is ongoing at the time of writing (May 2022). The findings of the analysis will be incorporated into the institutional development pillar of our next strategy.
<i>Reconfigure the composition and operating modalities of the Management Board.</i>	This recommendation is in line with the GICHD's own assessment. In December 2021, the composition of the Management Board was reconfigured to include Heads of all the GICHD's divisions. New Terms of Reference clarifying the objective and composition of the Management Board, as well as the frequency, timing, duration and documentation of meetings, were approved in March 2022 and have been distributed to all staff.
<i>Empower the Senior Managers to focus more on programmes and operations and less on internal processes, with more decision-making power over programmes.</i>	The senior management team has been asked to devote time to internal processes in recent months. This focus has been part of a deliberate effort to strengthen and refine internal processes to ensure that they remain fit for purpose. The GICHD believes that this internal work is directly correlated to GICHD's ability to fulfil its role so effectively. It is also understood that the requirement is finite. Once appropriate internal processes have been reviewed and refined, the senior managers will be able to shift focus back to more externally oriented tasks.

<p><i>Streamline decision-making processes to make them more effective and efficient, whilst ensuring transparency to the greatest extent possible.</i></p>	<p>The GICHD believes that its decision-making architecture is well defined and clearly articulated. It has been shared with staff on various occasions. The GICHD understands that there may always be room for improvement and has started to review and refine specific decision-making processes, for example by further empowering Heads of Division around staffing of their respective teams. There may also be lessons to take from the ongoing independent external analysis mentioned above.</p>
<p><i>Include a greater balance between qualitative and quantitative indicators in the next RBM, with a clear definition of what these mean and how they will be tracked.</i></p>	<p>This recommendation is in line with the GICHD's own assessment. The Centre's new Advisor on Monitoring and Evaluation has been tasked to help develop both qualitative and quantitative indicators as a means of measuring progress to support strategic decision making/steering during the implementation of the next GICHD Strategy 2023-2026. See response to recommendation below.</p>
<p><i>Recruit a Monitoring, Evaluation and Learning focal point to support programme staff.</i></p>	<p>This recommendation is in line with the GICHD's own assessment. The recruitment process was ongoing at the time of the evaluation and the new Advisor on Monitoring and Evaluation joined the Centre in May 2022.</p>
<p><i>Develop a HR strategy to support the promotion of gender and diversity within the workplace, with a focus on senior management positions. A HR strategy would include an assessment of the institutional barriers to progression and a plan to mitigate them.</i></p>	<p>The GICHD has a longstanding commitment to gender and diversity which is encapsulated as one of the four main strategic objectives of the current strategy. Significant focus has been placed on ensuring that equal opportunities are afforded to all applicants during recruitment. GICHD's Gender Equality and Inclusion Action Plan 2022 commits to gender balance and increased representation of individuals from explosive ordnance-affected countries among its staff, with a particular focus on the management and expert level. This has not been achieved at senior management level yet, but it is anticipated that the monitoring of recruitment-related gender and diversity metrics and the inclusion of more qualitative indicators will help management to identify any barriers that might be affecting recruitment of senior managers from diverse backgrounds. The institutional development pillar in our next Strategy 2023-2026 is expected to outline concrete ways in which the organization will support and promote gender balance, diversity and inclusion among employees.</p>

*Review internal systems to ensure they are fit for purpose.*

*This includes an assessment of current IT support resources to ensure adequate levels of support to staff, as well as access to IT services and packages. It also includes examining internal IT systems such as SharePoint to ensure this is being used effectively and staff are supported in its use.*

*The finance system needs to be thoroughly reviewed to ensure this is accessible and user-friendly, supporting staff in their work and not diverting time and resources from core operations.*

*HR systems such as recruitment processes need to be revised to make them more efficient, and general HR support needs to be reviewed to ensure support for staff at all levels.*

The GICHD agrees with the evaluator's recommendation, several elements of which are in line with the Centre's own assessment.

Ongoing initiatives include:

- An assessment of IT systems is linked closely to the recommendation regarding a review of the IT provision across all three centers (see below).
- In terms of the GICHD's internal IT systems, the new Advisor on Monitoring and Evaluation has been mandated to review the M&E tools available to project and programme managers with a view to supplementing and strengthening the existing Sharepoint-based platforms as the GICHD embarks on the next strategy.
- In 2021, a new finance division was established specifically to strengthen existing systems and processes to meet the needs of the organization which has expanded significantly in recent years. The new Head of Finance was recruited in September 2021 and has been tasked with a comprehensive review of the system.
- An HR roadmap was put in place following the discontinuation of the GICHD's so-called '10 years rule' in December 2020. The roadmap outlines several steps the Centre will follow to help address the complex and sensitive series of questions which resulted from this milestone decision, including on career development.
- A new Safeguarding and Accountability framework was adopted by the management board in May 2022. The framework is a culmination of an inclusive process over 18 months. It defines the behaviour standards that are intended to foster a safe and respectful environment for all and establishes effective informal and formal reporting mechanisms for suspected cases of misconduct.

Additionally, the GICHD will continue regularly to assess the efficacy of internal systems in line with the principles that will be articulated in the next Strategy 2023-2026.



MdP related recommendations

*To collectively review the provision of IT services and support provided by GCSP and how effectively the arrangement is working across all three centres and how it might be optimised.*

The GICHD stands ready to contribute to this review in partnership with GCSP and DCAF.