



# GICHD STRATEGY 2019-2022



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# THE GICHD



The Geneva International Centre for Humanitarian Demining (GICHD) works towards reducing risks to communities stemming from explosive ordnance, with particular focus on mines, cluster munitions, other explosive remnants of war and ammunition storages.

The Centre helps develop and professionalise the sector for the benefits of its partners: National and local authorities, donors, the United Nations, other international and regional organisations, non-governmental organisations, commercial companies and academia. It does so by combining three distinct lines of service: field support focused on capacity development and advice, multilateral work focused on norms and standards, and research and development focused on cutting-edge solutions.

The Centre operates “upstream”, helping national authorities take charge of their own programmes and focussing to that effect on the development of appropriate strategies, standards and managerial frameworks. National programmes run more effectively and efficiently as a result of the Centre’s interventions, the speed of operations is enhanced and costs are reduced.

The GICHD also fosters the implementation of relevant global norms and standards. It hosts and collaborates with the Implementation Support Units of the Anti-Personnel Mine Ban Convention (APMBC) and of the Convention on Cluster Munitions (CCM) and supports the work of States Parties. It is mandated by the United Nations to perform the role of Secretary to the Review Board of the International Mine Action Standards (IMAS). The Centre promotes south-south cooperation through regional cooperation platforms and facilitates dialogue and cooperation amongst relevant stakeholders.

The Centre also furthers concepts, methods and tools to develop solutions to the challenges of a constantly evolving working environment, and to promote the effective and efficient use of resources.

Through its work, the GICHD addresses the three key aspects of risk reduction: helping countries gain greater clarity on the extent and nature of hazards and their proximity to people and infrastructure, developing capacity for and supporting efficient and effective removal of hazards, and strengthening resilience to hazards.

The GICHD benefits from its location in Geneva to cooperate closely with organisations dedicated to humanitarian action, development, disarmament as well as peace and security. That cooperation makes it uniquely positioned to help “connect the dots” between these efforts.



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# GICHD EVOLVING WORKING CONTEXT

## Global working environment

Conflicts, surging in recent years after a relative decline following the end of the Cold War, are causing immense harm to communities in various parts of the world, exacerbating forced displacement, and representing a major obstacle to sustainable development. These conflicts are fragmented and protracted, with a multiplicity of actors, agendas and risks, and they are often associated with recurrent violations of international humanitarian law. More conflicts are taking place today in urban areas than in the recent past, exacerbating their intensity and impact on civilians and infrastructure.

A number of on-going conflicts are attracting much of the overall international attention. Their significant humanitarian consequences are stretching international capacity to meet needs. This focus is sometimes at the expense of “forgotten conflicts” and of the many countries that are still in a post-conflict phase, where needs such as addressing legacy contamination, reconstruction and sustainable development remain considerable.

Safeguarding and upholding existing norms, such as those set by the APMBC or the CCM, bear ever more importance in an environment where international law appears under pressure. Standards such as the IMAS set the stage for efficient and effective operational activities. They capture good practice and are instrumental in accelerating the implementation of relevant Conventions.

International aid agencies are increasingly called upon to work in or close to conflict zones: environments often characterised by instability and weak state institutions. At the same time, they face a shrinking operational space in these environments, with decreased room for manoeuvre and heightened security threats. Traditional approaches to dealing with explosive hazards are being challenged by the longevity and urban context of several conflicts as well as the technical complexity of the devices used, particularly those of an improvised nature. The use of the latter by armed groups is an increasing challenge.

The 2030 Agenda for Sustainable Development (2030 Agenda) has renewed emphasis on the importance of integrating gender and diversity considerations in all phases of a

programme. The 2030 Agenda strives for equality for and inclusion of all segments of society in an effort to “leave no one behind” and formulates ambitious targets to achieve gender equality and to empower women and girls specifically.

The interconnectedness of risks compounds the complexity of the working environment. The diversion of ammunition and small arms and light weapons (SALW) from poorly managed stockpiles has, for instance, intensified and prolonged conflict and violence. Diverted ammunition and abandoned ordnance are often used to manufacture improvised explosive devices (IEDs). Moreover, risks to communities from poorly managed stockpiles manifest beyond conflict settings. Unplanned explosions often have drastic humanitarian and socio-economic consequences, especially when occurring in urban areas.

The international community has placed increased attention on the risks stemming from poorly managed stockpiles. The International Ammunition Technical Guidelines (IATG) adopted in 2011 now provide an appropriate framework for stakeholders responding to those risks. Concurrently, international support has stepped up in recent years to strengthen national efforts.

A more comprehensive response to interconnected challenges is required, in line with the spirit of the 2030 Agenda and the Sustaining Peace agenda—global frameworks that are shaping the current conceptualisation of the world’s challenges and the responses to them.

Organisations active in mine action are progressively taking into account the multiplicity of risks from all kinds of explosive ordnance. In light of their relevant technical expertise, their experience in operating in complex environments and pressing needs, they have been increasingly solicited to address poorly managed ammunition and, in some contexts, the uncontrolled proliferation of SALW.

In parallel to the above developments, the land release approach in mine action is now firmly anchored within the sector after years of application and lessons learnt. It has transformed the fundamental narrative underpinning mine action into one promoting the progressive reduction of risks based on evidence. Land release has accelerated progress towards completion and promoted an evidence-based, and thus efficient and effective allocation of clearance resources. Experiences in land release and other mine action activities over the past years teach us that applying a risk reduction approach is appropriate also beyond mine action—particularly in areas such as safe and secure management of ammunition and SALW control. As for mine action, those areas ultimately require addressing the three key aspects of risk reduction: greater clarity on the extent of hazards and their proximity to people and infrastructure, efficient and effective removal of hazards, and strengthened resilience to hazards.



Finally, beneficiaries, donors and implementing partners alike are emphasising partnerships and producing results, particularly at the field level. This has recently led to the development of country-specific approaches under the APMBC and CCM, reaffirming the need for more comprehensive and better coordinated support towards the achievement of convention obligations.

## Implications for the GICHD

Despite many important achievements of the mine action sector, contamination from mines, cluster munitions and other explosive remnants of war remains significant and is being exacerbated by new explosive devices, often improvised in nature. The number of victims has increased significantly in recent years. The need for efficient and effective mine action is, therefore, undiminished. GICHD's support to national partners towards the timely fulfilment of convention obligations or their own completion targets must remain at the core of its work.

The key role of national ownership and national capacities in addressing the above challenges mean that demands for GICHD's "upstream" services are on the rise. In addition, a new, and at times more complex contamination including IEDs, coupled with operational theatres that tend to be more urban and closer to or in conflict zones, call for the GICHD to provide guidance and tools adapted to these new challenges. There remains a strong need for an enabling organisation devoted to generating, codifying and disseminating knowledge through research and development, normative and standardisation processes, and field support: GICHD's way of operating.

Building upon the leading role it has played in land release in mine action, the GICHD is well positioned to adopt and promote a risk reduction approach to a broad range of explosive ordnance, including those from poorly managed stockpiles, while remaining true to its humanitarian perspective. The Centre's way of operating as well as its focus on strategies, standards, information management, land release, and explosive ordnance storage and disposal, serve the three key aspects of risk reduction mentioned above. In particular, considering its role within IMAS governance and its long-standing experience in IMAS development, outreach and implementation, the Centre can play a meaningful role in supporting the application of more recent frameworks, e.g. the IATG, and help accelerate operational progress on the ground. To complement its own strengths, the GICHD will engage with other organisations to increase its ability to contribute to the full breadth of interventions needed to reduce risks to communities, for example with respect to enhancing resilience.

Beneficiaries, donors and implementing partners place increased importance on achieving and documenting results. The chances of making a lasting difference are enhanced if interventions are connected and tailored. Hence, the GICHD will continue to strengthen its ability to provide comprehensive and coherent support packages at country level, keeping the needs of communities firmly in its line of sight. Similarly, projects aimed at reducing risks from explosive ordnance are expected to ensure best use of resources and deliver broader humanitarian and development outcomes. They should therefore be understood as a contribution to and part of wider peace, security and development agendas, including the Sustainable Development Goals (SDGs). The GICHD will continue to help “connect the dots” between these agendas in its own work and that of its partners, and to seek cross-sectoral cooperation to that effect.

Different segments of a community experience distinct vulnerabilities. By acknowledging the respective needs, priorities and capabilities of women, girls, boys and men affected by explosive ordnance then operational efficiency increases and all members can benefit from risk reduction interventions more equally. The GICHD will continue to mainstream gender and diversity in its work, while also more deliberately striving to tap into the potential of risk reduction interventions towards the empowerment of women and girls, in line with the SDGs.





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# OUR PURPOSE

## Vision

A world in which communities thrive, free from risks from explosive ordnance.

## Mission

The GICHD enables its partners to reduce risks to communities from explosive ordnance by furthering knowledge, promoting norms and standards, developing capacities, and facilitating dialogue and cooperation.

## Core Values and Working Principles

### **The GICHD stands for the following core values:**

- 1 The GICHD is driven by the needs of communities
- 2 The GICHD is committed to national ownership and sustainable development
- 3 The GICHD is committed to equality for all

## **The following principles guide GICHD's work:**

- 1 Upholding the humanitarian principles of humanity, neutrality, impartiality and independence
- 2 Promoting participation and inclusiveness
- 3 Developing institutions, processes and capacities as a means for sustainable, nationally-owned responses
- 4 Ensuring results and quality, promoting transparency and accountability
- 5 Embracing the spirit of interconnectedness and partnerships set out by the 2030 Agenda for Sustainable Development, building on partners' comparative advantages
- 6 Mainstreaming gender and diversity considerations in all aspects of its work and empowering women and girls specifically
- 7 Reducing its environmental footprint

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# OUR IMPACT

## Strategic objectives

1. Conventions are implemented, completion targets reached
2. Communities are protected from explosive harm
3. Land, housing and infrastructure are returned to communities, in support of sustainable livelihoods
4. Gender equality and inclusion are achieved and women and girls empowered

## Outcomes

### Intermediate outcome

Risks from explosive ordnance are reduced through greater clarity on the extent of explosive hazards, more efficient hazard removal, and enhanced resilience to these hazards.

### Immediate outcomes

#### Field support

- 1 National strategies are developed, adopted and implemented by states, according to good practice
- 2 National standards are developed, adopted and implemented by states, according to international standards
- 3 States and other partners use quality information to support their programming and operational management

- 4 Land release is implemented by states and other partners, according to good practice
- 5 Regional cooperation furthers the exchange and dissemination of good practice
- 6 Risks from explosive ordnance are reduced in a gender and diversity sensitive and responsive manner
- 7 Ammunition is managed by states according to good practice

### **Global frameworks**

- 8 Implementation of Conventions is fostered through the provision of expertise and logistical support
- 9 Relevant concepts, methods and tools are captured in international standards
- 10 International normative and policy processes are informed by evidence
- 11 The reduction of risks from explosive ordnance contributes to humanitarian action and sustainable development

The GICHD Strategy is based on a Theory of Change divided into immediate outcomes, intermediate outcome and strategic objectives and including risks and assumptions spelled out in GICHD's results-based management (RBM) reporting.

*Immediate outcomes* for field support and global frameworks are a direct emanation of the GICHD's activities to generate, codify and disseminate knowledge as well as to facilitate dialogue and cooperation and as such considered to be within GICHD's reach.

The *intermediate outcome* is removed from the direct work of the GICHD and designed to build upon the positive, combined results of all the immediate outcomes. It is thus



assumed that the successful achievement of immediate outcomes will contribute (in the medium term) to achieving the intermediate outcome, while acknowledging that other factors beyond the GICHD's direct control also influence its attainment.

*Strategic objectives* are also removed from the direct work of the GICHD. They refer to long-term improvements in society (completion, protection, sustainability, equality). It is assumed that achieving the intermediate outcome will eventually contribute (in the long term) to progress towards achieving the strategic objectives. Their achievement requires collective action, including that of the GICHD.

A monitoring framework supplements the Strategy to measure the GICHD's progress in achieving the defined outcomes and objectives.

The GICHD will allocate resources, undertake activities and offer integrated support towards the achievement of its immediate outcomes in the short term, and the advancement of its intermediate outcome and strategic objectives. The GICHD will do so in accordance with its core values and guiding working principles and across its three service lines.



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# OUR SERVICES

The GICHD will continue to serve as an enabling organisation with a unique way of operating. It will discharge its mandate through three service lines that mutually reinforce one another:

## 1. Generating knowledge

The GICHD undertakes technical and policy research to develop new or adapt existing concepts, methods and tools to increase the efficiency, effectiveness, safety and sustainability of operations. In doing so, the GICHD identifies good practice from the field and distils lessons learnt. GICHD concepts, methods and tools are user-friendly and fit for purpose, and take full advantage of latest conceptual and technological advances in other fields of practice.

## 2. Disseminating knowledge

The GICHD supports field programmes by providing professional advice and training. It develops the capacities of its partners, adapted to their specific needs and priorities, and also helps build sustainable, nationally-owned training capacities.



### 3. Supporting the codification of knowledge

The GICHD supports the development of global standardisation processes, including in its capacity as the Secretary to the IMAS Review Board and by providing thematic advice on technical issues. In addition, the GICHD contributes to the development and implementation of relevant instruments of international law through technical inputs, evidence-based research and its hosting of and collaboration with the Implementation Support Units of the APMBC and CCM.

These three service lines are reinforced by one cross-cutting role: Facilitating dialogue and cooperation. The GICHD facilitates the exchange of good practice under the umbrella of its regional cooperation programme. It provides stakeholders with tailored platforms for dialogue, in-depth technical discussions and cooperation, including country-specific.



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# OUR RESOURCES



## Human resources

The GICHD will strive to maintain and attract diverse international experts and to complement its pool of experts with competencies and backgrounds required for the achievement of the present Strategy. The GICHD will continue to draw on the expertise of external consultants, while promoting staff development.



## Financial resources

The need for efficient and effective programmes to reduce risks from explosive ordnance is ever more manifest as a result of the evolution of the working context. To respond to increased demands, particularly related to the safe and secure management of ammunition, gender and diversity and RBM, and to achieve the targets of the present Strategy, the GICHD will require additional resources. The GICHD aims progressively to increase its revenues by 25% of its current budget levels. To do so, it strives to broaden its donor base of both public and private partners and to draw upon new thematic and geographic channels and modalities. The GICHD will continue to seek core, multi-year funding and acceptance of its RBM reporting.

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# PARTNERSHIPS



The GICHD will work in partnership with national and local authorities, donors, the United Nations, other international and regional organisations, non-governmental organisations, commercial companies and academia involved in activities related or relevant to the reduction of risks from explosive ordnance.

Membership in the GICHD Advisory Board will be regularly reviewed so that it fully represents as different and cross-sectoral expertise as possible. Similarly, the GICHD Council of Foundation should continue to comprise key stakeholders, including donors, affected states and the United Nations.

The GICHD believes in and actively strives to build strategic networks with relevant stakeholders, including those located in International Geneva and the Maison de la paix in particular, to achieve greater coherence and coordination across humanitarian, development, disarmament as well as peace and security efforts.

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# MONITORING AND EVALUATION



The GICHD can rely on a proven RBM system that it will further improve and adapt to meet the monitoring requirements of the present Strategy. The latter is underpinned by a Theory of Change allowing the GICHD to measure progress effectively, attribute its own contribution to the changes observed, and report on the use of resources and its impact.

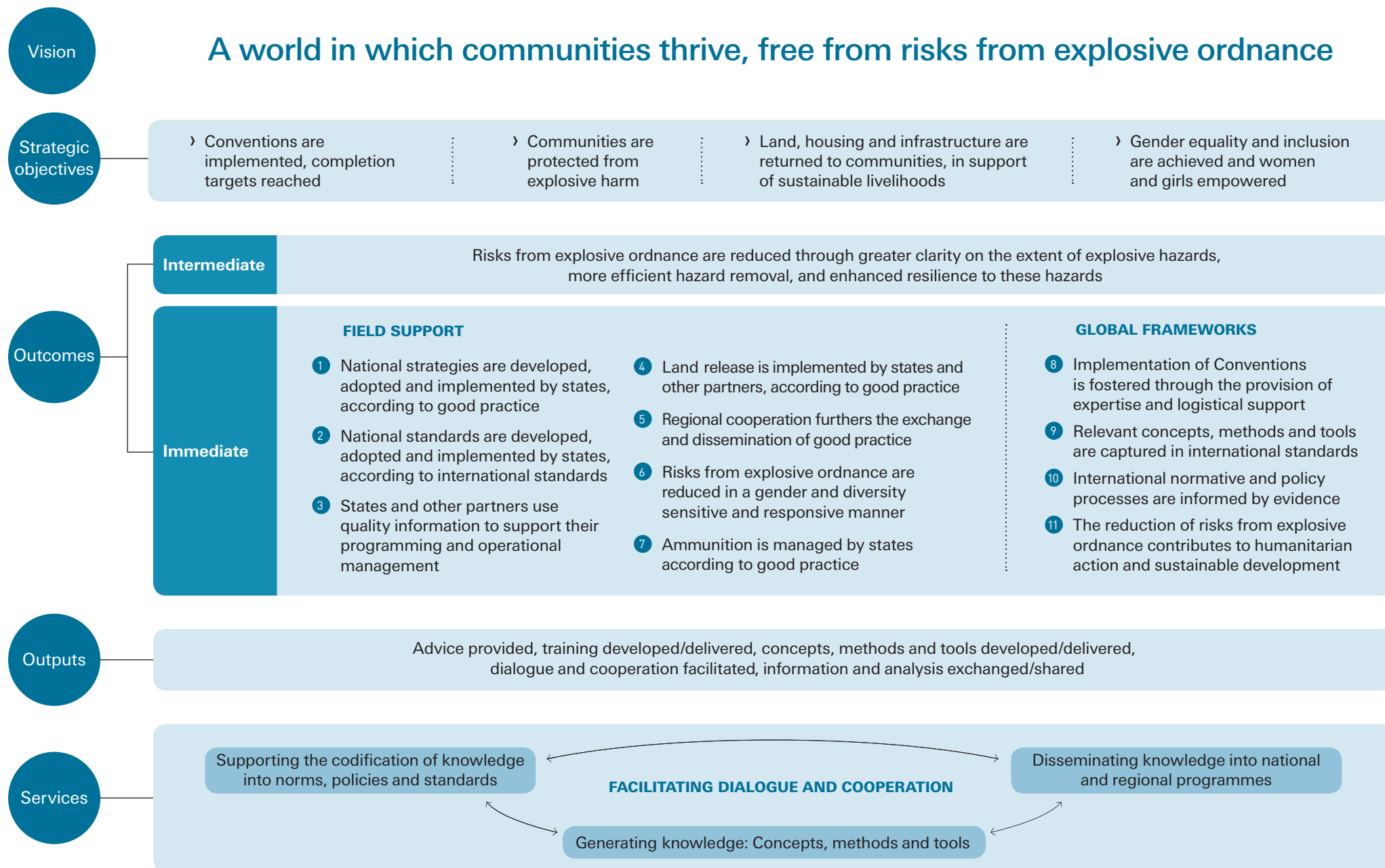
A monitoring framework featuring indicators, baselines and targets will be used to measure the immediate outcomes, allowing the GICHD to plan and report on progress yearly. Relevant indicators will still be refined during the Strategy period as and if necessary. The GICHD's specific contribution to progress towards the achievement of the intermediate outcome and strategic objectives will be assessed after three to four years through impact assessments. The GICHD will further improve its monitoring and evaluation system to ensure that yearly performance informs the planning of projects and their implementation during the following year.

The present Strategy will be reviewed after two years with a view to reconsidering its underpinning working context, its Theory of Change and the achieved results. A broad external evaluation of the GICHD overall is expected to be conducted by early 2022 so as to assess the GICHD's performance and success in delivering on the present Strategy – in complementarity to the above-mentioned impact assessments – and to inform the development of the next Strategy.

# ANNEXES

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# ANNEX I GICHD STRATEGY 2019-2022 – AN OVERVIEW



## ANNEX II MONITORING FRAMEWORK FOR IMMEDIATE OUTCOMES

	IMMEDIATE OUTCOME	INDICATORS*
FIELD SUPPORT	1. National strategies are developed, adopted and implemented by states, according to good practice	1.1 Number of national strategies developed
		1.2 Percentage of national strategies that integrate gender and diversity considerations
		1.3 Number of national strategies formally approved by governments
		1.4 Number of improved national strategies
		1.5 Number of national strategy revisions/reviews
		1.6 Number of national strategies implemented
	2. National standards are developed, adopted and implemented by states, according to international standards	2.1 Number of states assessed for conformity to IMAS
		2.2 Number of NMAS chapters revised/drafted by states
		2.3 Number of states with improved NMAS
	3. States and other partners use quality information to support their programming and operational management	3.1 Number of states/other partners that improve the fitness for purpose/quality of their mine action data
		3.2 Number of states/other partners that improve their IM processes
		3.3 Number of states/other partners that improve the way IM is integrated into their organisational structure
		3.4 Number of states/other partners that improve their human and technical IM resources

\*When measuring progress against the present indicators, the GICHD will only consider results stemming from its own interventions.



	IMMEDIATE OUTCOME	INDICATORS*
FIELD SUPPORT	4. Land release is implemented by states and other partners, according to good practice	4.1 Percentage of training course participants who acquired practical and theoretical knowledge, disaggregated by gender
		4.2 Percentage of training course participants who directly applied the acquired knowledge in their professional practice, disaggregated by gender
		4.3 Percentage of assessment/evaluation recommendations implemented by states/other partners
		4.4 Number of existing courses and/or tools upgraded and/or updated
		4.5 Number of new courses and/or tools developed and implemented
		4.6 Number of GICHD publications/courses/articles/tools accessed by states/other partners
	5. Regional cooperation furthers the exchange and dissemination of good practice	5.1 Number of exchanges and bilateral visits amongst national authorities
		5.2 Number of national authorities that cooperate on good practice
		5.3 Number of partnerships or project agreements concluded with/between national authorities
	6. Risks from explosive ordnance are reduced in a gender and diversity sensitive and responsive manner	6.1 Number of states/other partners that improve their gender and diversity responsive employment policies and practices
		6.2 Number of states/other partners that improve their gender and diversity responsive operations
		6.3 Number of states/other partners that have formalised gender mainstreaming frameworks (e.g. strategies, policies, action plans, etc.)
		6.4 Number of states/other partners that have implemented gender mainstreaming frameworks (e.g. strategies, policies, action plans, etc.)
		6.5 Percentage of training course participants who acquired new knowledge on gender and diversity, disaggregated by gender
		6.6 Number of times that GICHD/GMAP publications on gender and diversity are accessed electronically

\*When measuring progress against the present indicators, the GICHD will only consider results stemming from its own interventions.

	IMMEDIATE OUTCOME	INDICATORS*
FIELD SUPPORT	7. Ammunition is managed by states according to good practice	7.1 Number of states that apply IATG principles and/or reflect these in national strategies and standards relevant to SSMA
		7.2 Number of IATG/ammunition specialists and organisations with new capabilities
		7.3 Extent to which states have made their ammunition stocks safer and more secure
GLOBAL FRAMEWORKS	8. Implementation of Conventions is fostered through the provision of expertise and logistical support	8.1 Number of States Parties referring to GICHD support in statements
		8.2 Number of extension requests approved under the APMBC and CCM that reflect GICHD inputs
		8.3 Number of States Parties being subject to country-focused approaches (APMBC/CCM)
		8.4 Percentage of selected sponsored delegates effectively attending Convention meetings, disaggregated by gender
	9. Relevant concepts, methods and tools are captured in international standards	9.1 Number of new standards/TNMA approved by the IMAS RB
		9.2 Number of revisions to standards/TNMA approved by the IMAS RB
		9.3 Number of new and/or revised standards/TNMA approved by the IMAS RB that are gender and diversity sensitive
	10. International normative and policy processes are informed by evidence	10.1 Number of times that GICHD expertise is reflected in stakeholder positions in international normative and policy processes
	11. The reduction of risks from explosive ordnance contributes to humanitarian action and sustainable development	11.1 Number of cross-thematic partnerships with gender equality, humanitarian, peace, security and development stakeholders
		11.2 Number of requests for interventions in training courses and policy debate linking risk reduction with broader gender equality, humanitarian action, peace, security and development
		11.3 Number of concepts, methods and tools adapted to benefit gender equality, humanitarian, peace, security and development stakeholders
		11.4 Percentage of participation of women in international meetings and forums on reduction of risks from explosive ordnance

\*When measuring progress against the present indicators, the GICHD will only consider results stemming from its own interventions.

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