

A General Evaluation of the Geneva International Centre for Humanitarian Demining (GICHHD)

Final Version

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Executive Summary

Overview

The Geneva International Centre for Humanitarian Demining (GICHD) is generally perceived to be relevant and effective within the mine action sector, although there are some vocal, and potentially significant groups which take a more negative view.

In interviews with attendees at the 13th International Meeting of National Mine Action Programme Directors and UN Advisors 65% of respondents were positive about the centre's relevance and 63% about its effectiveness.

The Centre's publications were generally very well received. The Francophone programme received an entirely enthusiastic and positive response from all who deal with it. 80% of respondents said that they thought the Centre meets the needs of its key audiences.

44% of interviewees were positive about the centre's communication and 55% about its cooperation. In a general questionnaire distributed to participants 79% of respondents were positive about the Centre's cooperation and coordination performance.

The widely held general view is that the Centre has been through difficult times, is now doing better, but is not yet achieving its full potential.

Working Context and Strategy¹

Mine action has seen many changes over the last twenty years including some significant shifts in outlook in the period since the last evaluation of the centre was carried out five years ago. There are perceptions and assumptions about trends in the scale of funding and volume of activity which can be expected in the future, but the picture is not entirely clear.

What is clear is that there is a trend towards greater expectation of rigour, discipline and justification within mine action. Stakeholders are less willing to tolerate activity which does not have a measurable positive impact on affected communities. There is less willingness to accept time-consuming and expensive mine clearance work in areas which turn out not to contain any mines.

Such changes offer important opportunities for the Centre. It is already closely involved in responding to the practical challenges associated with a more demanding context, through involvement in Land Release and other projects. However, the Centre exists within that same context and will need not only to encourage appropriate skills and techniques in other organisations, but also to exhibit them clearly itself.

This report recommends that the Centre engage in a thorough and rigorous formal analysis of its current working context. Developing a clearer and more up to date understanding of the Centre's working context would be strongly to the benefit of all involved with the Centre. It would help in the development of the Centre's next strategy, in definition of clearer measures of success for the future and in the management of relationships with other key actors in the changing world of mine action.

¹ For the purposes of this report, the working context is defined as the totality of the legal, institutional, personal, public, professional and operational relationships which the Centre has with the outside world.

Effectiveness and Efficiency

The majority of the responses to questionnaires and during interviews were positive about the Centre's effectiveness. This is an important result, but it will still be to the Centre's advantage in the future to find better ways of quantifying that effectiveness and, in parallel, monitoring the efficiency of its various activities and projects.

The Centre has established strong internal structures for reflecting its overall aims and objectives within projects and plans. It has the ability to measure accurately the various inputs to its activities. It also measures project activities themselves and some of the outputs of its projects. As yet the system does not use specific outputs or, even more helpfully, outcomes to generate measures of efficiency. This report recommends that the Centre should do so, using its sophisticated internal tracking systems allied to clearer measures of success.

There is a perception that the Centre does not discriminate clearly enough between its various activities. An enhanced approach to measuring and monitoring efficiency will make it easier for the Centre to address such questions.

Gender and Diversity

The Centre has made a good start in terms of its internal policies and practice in relation to gender and diversity, but it needs to promote the adoption of such policies and practice in the wider mine action world.

The evaluators believe that a more active policy towards the inclusion of technical staff from mine affected countries would yield wide benefits in terms of the effectiveness and efficiency of the Centre. It is recommended that the Centre review its policy and practice in this regard.

Communications and Knowledge Dissemination

The Centre's publications and web site are positively received by audiences. Where translations have been provided in languages other than English recipients are strongly in favour. The Francophone programme is extremely well received within its target countries.

There is some concern, amongst both the Centre's own staff and recipients, that sometimes knowledge is either transmitted to the wrong people or that there is substantial loss of quality as knowledge is filtered through language barriers. The adoption of a clearer understanding of quality in relation to delivery of the organisation's product would be helpful. The inclusion of more technical staff from mine affected countries could also be beneficial.

Cooperation & Coordination

The Centre is generally viewed as cooperating and coordinating well with other actors, although there are some specific areas which merit attention: coordination between the Centre's own projects is sometimes perceived as limited and coordination in mine affected countries with other actors who will need to sustain activities after GICHD staff have left is also seen as an area needing improvement.

Coordination with the other major International Institutions is generally regarded as having been poor a few years ago, but is now improving. Active management of relationships with key actors is an area which could benefit from the development of a clearer approach to the Centre's working context.

Areas Justifying Attention

There are areas that justify active attention from the Centre's management in order to sustain and strengthen its relevance, effectiveness and efficiency into the future, including:

- Development of a clearer understanding of the Centre's working context
- Clearer definition of the Centre's outputs and outcomes
- The development of clearer measures of quality and success
- Use of better defined outputs against the Centre's existing well defined inputs to yield valid indicators of efficiency
- A more rigorous assessment process for selecting new projects, continuing existing projects and shutting down those which are no longer necessary or justified
- Promotion of Gender and Diversity sensitive policies and practice within the wider mine action world
- Development of better systems for bridging language barriers in the delivery of services
- Adopting a more active approach to managing relationships with key actors within the working context

Conclusion

The Centre clearly has the capability to perform valuable functions within Mine Action. In many cases it already does so, in others it could improve the situation through a clearer understanding of its working context, more focus and better discrimination between projects.

As the world of mine action develops there will be opportunities for GICHD, but there will also be challenges. As the Centre's working context becomes more demanding it will need to be better equipped to demonstrate its relevance, effectiveness and efficiency.

The GICHD management and staff is committed, professional, has strong internal management tools and has a real desire to see the Centre achieve its full potential.

A General Evaluation of the Geneva International Centre for Humanitarian Demining (GICHD)

January to March 2010

1. Introduction

This report is provided to the Swiss Ministry of Foreign Affairs, the Swiss Ministry of Defence and the Management of the GICHD. A formal presentation of the findings of the evaluation will also be made to the Council of Foundation of the GICHD and the Advisory Board of the GICHD. The evaluation report will be made available to a wider readership through the GICHD website.

The evaluation was carried out by David Hewitson, of Ritherdon Consulting Ltd, and Arianna Calza Bini of the Gender and Mine Action Programme of the Swiss Campaign to Ban Landmines, working in accordance with the DAC Evaluation Quality Standards² and IMAS 14.10³.

The circumstances surrounding an evaluation of this type⁴ mean that the attention of the evaluators is naturally drawn towards areas where there are opportunities for improvement or enhancement. It is important to make clear that many aspects of the Centre's work are excellent and are dealt with to a standard as high as, or higher than, any found elsewhere in the mine action industry. The many areas which received positive feedback through questionnaires and during interviews are identified within the report.

Nevertheless, there are fundamental areas which would benefit from renewed attention and there are expressions of dissatisfaction within the mine action industry which should not be ignored.

A small number of important themes became clear during the course of the evaluation. These have implications for the Centre and its operations and relate to questions posed in the Terms of Reference⁵ (TORs). As a result these same themes reappear repeatedly within the report. The evaluators make no apology for returning to these issues at different stages; they are of fundamental significance. Their appearance in relation to so many different facets of the Centre reinforces the importance of the organisation adopting a coherent and comprehensive approach to ensure its on-going success.

2. Background

2.1 Purpose, rationale and objectives

The overall aim of the 2010 evaluation is to examine the strategic orientation of the GICHD, its implementation approach and the quality of its implementation procedures.

² *Evaluating Development Co-operation Summary of Key Norms and Standards, Part IV DAC Evaluation Quality Standards*

³ *IMAS 14.10 Guide for the evaluation of mine action interventions, First Edition, 01 August 2007*

⁴ This evaluation exhibited characteristics of both a performance assessment and a formative evaluation as described in IMAS 14.10.

⁵ Annex A: *Terms Of Reference for the General Evaluation of the Geneva Centre for Humanitarian Demining, dated 30/11/09*

It is appropriate in any organisation, and especially one which is funded from public sources, to undertake periodic independent evaluations of its activities to ensure that it remains relevant, effective and efficient. GICHD policy is that such an evaluation is carried out at intervals of five years. It is now five years since the last evaluation and there is a general perception that mine action in its widest sense has changed considerably in the intervening period. It is appropriate to conduct another evaluation now.

Objectives

- To evaluate the actual and perceived relevance, effectiveness and efficiency of the GICHD within its working context
- To evaluate the extent to which gender and diversity issues are mainstreamed in, and promoted through, the organisation's planning, implementation and evaluation of its programmes
- To identify the major factors contributing to the achievement or non-achievement of the organisation's aims and objectives
- To identify issues, within and without the direct scope of management responsibility, which need specific attention for strengthening the Centre's relevance, effectiveness and efficiency

2.2 Context

The Centre is an eminent and high profile organisation within the world of humanitarian demining. It has close relations with the United Nations in New York and Geneva, many National Governments as well as international aid and development agencies, multinational bodies and corporations. A number of institutions have direct stakeholder involvement with the Centre at the funding, policy, oversight and partnering levels.

The centre consists of three primary elements: the Implementation Support Unit (ISU), which provides support to the Anti-Personnel Mine Ban Convention compliance process, the Operations Division, which addresses the wide range of activities associated with the practical conduct of mine action in the field and through National Authorities, and the Support Division.

The Centre has now been in existence for 12 years and its fourth Director is in place. The Centre went through an early development phase when it brought practical clarity to its founding vision and started to define its position in relation to other actors within the world of mine action. There was then a period of sustainment and exploratory expansion, in some respects successful, in some areas troubling for other actors, before reaching a level of relatively stable maturity. The Centre is now at a stage where it has more time to consider the right shape and form of its current and future role within mine action and associated sectors and when the risk of staleness or complacency (which any established organisation faces) needs to be fought through adaptation and development to maintain relevance and value.

For the purposes of this evaluation the primary context is defined through the basic constitutional and strategic documents of the Centre, although the wider context in which the Centre operates is of great importance and is considered in depth within the evaluation.

The relevance of the Centre is determined to a great extent by the way in which the fundamental

definitions of the organisation's purpose and plans are contained within its underlying documents; its effectiveness by the extent to which it is seen to be advancing towards achievement of its defined goals.

There is no doubt that mine action has developed over time. The way in which the problem is understood and the extent to which it has been defined are utterly different from the situation of twenty years ago and even of five or ten years ago, but the nature of the change and the implications of it for practical mine action are not generally well defined.

There is a perception amongst many individuals that mine action is entering the later years of its life cycle. Many organisations are actively looking for associated activities that have some parallels with mine action, but which address different aspects of the impact of explosive remnants of war and weapons on societies. This evaluation had neither the scope nor time to consider in any detail the validity of such assumptions about any decline of mine action, but it is clear that activity levels (in terms of people working in field programmes) and funding levels remain substantial.

It is also clear that, while the nature of the problems posed by landmines may have changed, the job of achieving the Centre's vision for '*a world free of anti-personnel mines and from the threat of other landmines and explosive remnants of war ...*' is still a long way from having been achieved. It is important that any general view of where the Centre sits in the world of mine action should be based on an objective assessment of situations, needs and possible responses to needs, rather than any more subjective general feeling within the industry about the direction of events. Considering how the Centre makes sense of its own working context is an important part of this evaluation.

The most recent general evaluation of the Centre took place in 2004⁶. Both the Centre itself and the wider world of mine action were substantially different from today. The 2004 evaluation included a stronger focus on issues of the Centre's governance than is the case in this evaluation, but it also included a broad review of the way in which the GICHD functioned and how it interacted with its partners and beneficiaries; despite the changes which have taken place in mine action many of the findings of that evaluation remain relevant to the Centre today.

3. Scope and Conduct of the Evaluation

3.1 Scope

The GICHD has contact with a very wide range of organisations and individuals around the world and is involved in a broad spectrum of activities within the context of humanitarian demining, operational assistance, policy research and evaluation, knowledge management and dissemination, standards and International Humanitarian Law. It was not feasible within this evaluation to consider every facet of the organisation's wide network of contacts, partners and activities. Instead the scope of the evaluation was limited to fundamental and central questions of the Centre's relevance, effectiveness and efficiency at the strategic and policy level. It was not possible, within the constraints of time and budget associated with this evaluation, to pursue every line of enquiry nor to

⁶ *Evaluation of the Geneva International Centre for Humanitarian Demining (GICHD) Stéphane Jeannet, Human Solutions Consulting – Geneva 5 November 2004*

track down every piece of documentary evidence in support of stated policies, opinions and practices.

The evaluation was carried out on the basis of document reviews and interviews with staff, managers, advisers, partners and other stakeholders during already planned meetings and events at the Centre when a large pool of relevant people would be readily available. No field missions were conducted as part of the evaluation.

The evaluation and its results are targeted at the main stakeholders involved with the Centre. This includes the main donors (Swiss Ministries of Foreign Affairs and Defence), the GICHD Management, the Council of Foundation and the Centre's Advisory Board. The results of the evaluation will be of interest to a wider group of organisations and individuals; the Centre intends to make the results of the evaluation available for general view through its web site.

The Centre implements programmes directly and in partnership with a number of other organisations and agencies. The evaluation included interviews with members of the Centre's own staff and representatives of a variety of other partner and stakeholder organisations.

The evaluation had a general look at the Centre with a focus on its operational activities and support, in particular communications. Where specific and significant comments were made in respect of any one of the three primary elements of the Centre (Operations, ISU and Support), or in relation to a specific project, they are included in the report. While this evaluation was in progress separate evaluations of the ISU (commissioned by the States Parties of the APMBC) and of IMSMA were also under way. Those evaluations will report separately.

The DAC Evaluation Quality Standards present five primary criteria for evaluations: relevance, efficiency, effectiveness, impact and sustainability. For the purposes of this evaluation the first three criteria are included within the Terms of Reference. Although the work of the Centre undoubtedly does have impacts and influences in relation to sustainability within humanitarian demining, such effects are generally indirect, accruing from the activities of other organisations which themselves interact with the Centre. Nevertheless the evaluation did include consideration of the potential for clearer measurements of success in relation to the Centre's activities as part of its consideration of the topics of effectiveness and efficiency.

3.2 Conduct and Methodology

The evaluation was conducted by David Hewitson of Ritherdon Consulting Ltd and Arianna Calza Bini of the Gender and Mine Action Programme of the Swiss Campaign to Ban Landmines.

David Hewitson is an independent consultant working in Mine Action and ERW. He has a BSc (Hons) degree in Aeronautical and Astronautical Engineering. He also works with new technology companies in the energy and water sectors to help develop management systems and strategies in support of their broader business planning and development.

He served in submarines in the UK Royal Navy before joining the HALO Trust in Afghanistan in 1991. He subsequently established and managed projects in Cambodia, Mozambique and Angola for Halo Trust. In 1995 he founded Greenfield Consultants, a commercial demining company, which grew into a substantial group of organisations including ELS and S3, with projects in Northern Iraq,

Kosovo, Angola, Russian Federation, US, UK, Afghanistan, Libya, Somalia, Bosnia and many other countries.

David Hewitson has worked in mine action at every level from hands-and-knees practical clearance, through project management to the creation and development of international organisations. He is interested in all aspects of mine action, particularly the way in which fundamental strategies and objectives are reflected in the systems, structures, technologies, techniques and procedures which organisations bring to their day to day activities.

David Hewitson is a past member of the IMAS Review Board and a current member of the GICHD Advisory Board.

Arianna Calza Bini has been the Manager of the Gender and Mine Action Programme of the Swiss Campaign to Ban Landmines (SCBL) since April 2009. Before joining the Swiss Campaign, Arianna worked as Programme Manager and Gender Advisor at the Delegation of the European Union to Brazil; as Gender and Poverty Officer at the UNDP country office in El Salvador; and as Junior Expert and Gender Focal Point at the Delegation of the European Union to Central America. Her academic background includes an MPhil in Development Studies from the Institute of Development Studies, UK and an advanced university degree in Economics from the University of Rome, Italy. She is fluent in English, Spanish, Portuguese, Italian and Swedish, and has a good working knowledge of French. Arianna is a current member of the GICHD Advisory Board.

The two evaluators have both had prior involvement with the GICHD, on the Advisory Board and as consultants within specific projects, but neither has been, or is now, a member of staff of the organisation. The two evaluators will be paid a fee for their time provided in connection with the evaluation.

The Gender and Mine Action Programme (GMAP) of the SCBL was invited to co-locate with GICHD as an independent programme and therefore moved into the Centre's premises on the 1st of April 2010. Ms. Calza Bini is aware that this could raise the question of a potential conflict of interest in relation to the conduct of this evaluation and has discussed this with her co-evaluator and the Director of GICHD. However, the GMAP remains a completely independent programme. Ms. Calza Bini is not a staff member of the Centre and the evaluators are confident that no conflicts of interest have arisen in connection with the conduct of the evaluation.

A total of 22 consultant days were allocated for the evaluation, 16 for David Hewitson and 6 for Arianna Calza Bini. The information gathering phase of the evaluation was centred on two five day periods. The first during the GICHD staff training period in January 2010 and the second during the 13th International Meeting of National Mine Action Programme Directors and UN Advisors in March 2010. Some additional time was spent reviewing documents relating to the Centre's foundation and activities. Details of the evaluation schedule are provided in *Annex D*.

Desk Study

The Centre holds a considerable body of current and archive documents with new material becoming available all the time. It was not possible for the evaluation team to consider every document of possible relevance. Nevertheless, they reviewed key documents relating to the

establishment, purpose, strategy, intentions and practices of the Centre⁷. The evaluators looked for documentary information relevant to each of the questions within the terms of reference. Having done so they looked for evidence that there was a structure linking the statements contained at the different levels of the documentary system from purpose, through intention to procedure, plan and practice.

Interviews & Questionnaires

The main sources of information for the evaluation were face to face interviews with staff members from the GICHD and individuals associated with mine action organisations from outside the Centre. Questionnaires were also completed by groups inside and outside the Centre.

In all 81 individuals were interviewed during the course of the evaluation: 25 from within the centre and 56 from outside.

The number of external respondents interviewed during the evaluation was not great enough to allow for detailed investigation of trends within sub-sections of the industry, but it was possible to separate results within three general groupings:

- International Institutions
- National Centres
- NGOs and Operating Organisations

International Institutions included UN agencies as well as donor representatives. National Centres included local national representatives from local national organisations in mine-affected countries. In-country offices of international agencies were included within the International Institutions category. NGOs and Operating Organisations covered all other organisations with a direct involvement in mine action and associated activities including international NGOs, commercial companies and equipment manufacturers.

3.3 Validity, Reliability and Ethics

The majority of the information collected by the evaluators represents the opinions of individuals, whether as staff members of the Centre, or as outsiders who come into contact with the Centre. While there may be grounds to question whether individual opinions are right or wrong in themselves, they are valid for the purposes of this evaluation if they represent the true views of the respondent. Throughout the evaluation the evaluators were struck by the apparent openness and honesty of all those they interviewed, irrespective of whether their views were positive or negative about the centre.

The evaluators aimed to be as objective as possible during the evaluation although it is inevitable that much of the information gathered represented the opinions of individuals both inside and outside the organisation. Nevertheless, the interviews and questionnaires provided enough information to identify themes and trends and to seek supporting (or contradictory) evidence in relation to some of the more qualitative observations gathered during extended interviews with GICHD staff members and key individuals from external organisations.

⁷ See *Annex B Information Sources and Interviewees* for a full list of those documents reviewed by the evaluators.

Many of the opinions were found to be widely held across different groups, but often with a smaller element holding strongly divergent views. Where this was the case the evaluators have identified the differences in views, but have made clear the relative frequency with which they were encountered. The detailed content of individual interviews remains confidential.

No barriers were placed in the way of the evaluators at any stage. During discussions about the draft report the Centre identified some points of detail which required clarification and requested some minor changes to reflect the balance of evidence more clearly. No major changes were requested.

4. The Evaluation

4.1 Relevance

Interviews with attendees at the 13th International Meeting of National Mine Action Programme Directors and UN Advisors indicated that the Centre is widely viewed as being relevant⁸.

Perceptions were generally more positive amongst representatives of National Centres than amongst International Institutions and NGOs/Organisations. Those interviewees who were predominantly negative about the Centre's relevance (12%) were all from NGOs/Organisations or International Institutions.

The range of opinions expressed by external respondents and internal staff members included a significant group which, while being positive about the Centre, said that there was potential for the Centre to deliver more of its services than it currently does.

Some individuals expressed themselves satisfied with the Centre in all respects. At the other end of the scale there was also a small, but quite vocal group who felt that the Centre was wholly unnecessary and irrelevant.

A common response from external respondents was that the Centre had been losing relevance, but that over the recent past it has been refocusing and that it has the potential to become more relevant.

Where external respondents commented specifically on the Implementation Support Unit (ISU) they were consistently positive about its relevance.

4.1.1 The Centre's Strategy within its Working Context⁹

The first question posed within the evaluation TORs asks whether 'the strategy (Strategy 2009 – 2011) of the GICHD is based on an accurate (and up-to-date) analysis of its working context'.

It is not clear to what extent any formal in-depth analysis of the Centre's working context was carried out (in the sense of the collection of information on the mine action industry, assessment of that information, identification of the Centre's place within the industry and development of

⁸ 65% of interviewees were either more positive than negative or highly positive in this respect. *Annex C Paragraph 1.2 Relevance.*

⁹ TOR Key Questions, Is the Strategy of the GICHD based on an accurate and up-to-date analysis of its working context?

conclusions). While reference to an '*extensive consultation process both internally and externally*' is made¹⁰ this appears to be more in association with the adoption of the strategy itself. There is brief mention of the Centre's context within the strategy document under the heading Context and Working Assumptions, but it confines itself to some general statements and a broad brush assessment of future requirements.

The definition of the working context within the 2009 – 2011 strategy takes a relatively narrow view. It draws mostly on relevant international legislation as the basis for its explanation of working context. The international conventions are important to the Centre, but they represent only a small part of the Centre's overall working context which comprises a complicated series of inter-relationships between the Centre, its legal mandate, its partners, donors, staff, governing and advising bodies, recipients of services, the services themselves and other associated actors around the world as well as developing international circumstances.

Some elements of the components of an analysis of working context can be found within publications such as GICHD's *Guide to Mine Action and Explosive Remnants of War (April 2007)* and within internal departmental strategies. What is not readily available is any central comprehensive description of the Centre's working context.

In the absence of any collected description of how the Centre sees its working context it is not possible to judge whether it is either accurate or up-to-date, but the TOR question flags up an important point. For any organisation to be able to make sense of what it is doing and whether it is succeeding, it is essential that it has a clear picture of where it fits into its world. The absence of such clarity has implications for any assessment of relevance, effectiveness and efficiency.

Amongst the GICHD's staff there was a widely held view that the Centre's working context is not clearly understood and that there is a need to develop a clearer picture of what the world of mine action looks like today and where the Centre fits into that picture.

It should also be noted that within the confines of this evaluation and discussions with representatives of a number of other organisations, there was no strong feeling that any other organisations had addressed the basic question of what the world of mine action looks like at the moment.

The absence of an organisation-specific description of working context - or any shared description amongst the major actors in mine action - presents two key difficulties:

- It makes it hard for the Centre to explain where its activities fit into the bigger picture in a way that can track through to clear and credible explanations of relevance and effectiveness
- The lack of any shared understanding between key actors may give rise to friction between organisations, frustration amongst individuals and missed opportunities to make a difference to the ultimate beneficiaries

It was not possible within the confines of this evaluation to conduct a direct investigation into the shape and form of the Centre's working context. However, it is possible to identify some important

¹⁰ For example *Minutes of the 22nd Meeting of the Council of Foundation, 21st November 2008, paragraph 34.*

underlying trends in the world of mine action which are likely to be significant for the centre.

There is a perception amongst many actors that mine action is entering the later stages of its life-cycle. It is not clear whether this is a valid assessment in terms of the volume of activity and financing, but it is clear that the nature of mine action work is changing.

A number of countries, where programmes have been under way for some time, are finding that they are increasingly dealing with harder to define situations. Many of the larger, more defined, mined areas have been cleared. Those sites that remain may have few, if any, mines and present the greatest challenges for decisions about operational activity. Mine action is becoming more difficult.

The current rise in profile of Land Release as a theme is closely associated with these changing circumstances. At the same time, there is a greater expectation of justification for activities; a lower tolerance of work which does not have a measurable positive impact on the affected communities; a greater refusal to accept as valid clearance work on land which proves to contain no mines.

The more complicated and demanding circumstances which national programmes and operating organisations face are exactly the sort of situation which can benefit greatly from the Centre's services. The need for the Centre's involvement is unlikely to reduce in the near future.

In parallel that expectation of more rigour in operational decision making and clearer demonstration of effectiveness and efficiency is likely to become an increasingly important feature in the background to the Centre's own activities.

As part of the lead up to developing its next strategy **it is recommended that the Centre institute a process of analysis of working context drawing on input from its own staff, its advisors and as wide a range of other key actors as possible (R1)**¹¹. No context remains static so it is also important that the situation is reviewed at appropriate intervals and adjustments made to the organisation's approach to its activities. **It is recommended that the organisation conduct an annual review of working context and strategy during the lifetime of the next and subsequent strategies (R2).**

4.1.2 Methodologies and Activities in relation to stated objectives¹²

The centre has put in place a rigorous framework within which its activities are defined and monitored. The framework embraces its overall strategy, work plan, departmental strategies and project plans and ensures strong links between these different components. An annual Activity Report reviews the situation at the end of each year and compares actual with planned activities over the reporting period.

The framework is an effective way of relating the detail of specific activities and projects back to strategic goals. However, comments from the preceding section (4.1.1) about the need for an organisation-specific description of the Centre's working context also apply to the Work Plan. A clearer understanding of the Centre's working context will enable it to define more clearly valid strategic goals and to measure whether it is achieving those goals.

¹¹ For ease of cross referencing the various recommendations are identified with the letter R and a sequential number.

¹² TOR Key Questions, Are methodologies and activities geared toward the stated overall objectives?

The existing Work Plan¹³ takes each of the Strategic Goals from the 2009-2011 Strategy and then sets out various activities associated with that goal. The approach is a good one, but the Work Plan, and the Strategy, tend to blur the boundaries between activities and aims¹⁴. Consequently, performance targets in the Work Plan are generally quantities of activity rather than measurable levels of benefit or achievement.

The Centre has taken active steps to address the need for clearer definition of performance targets, including through a number of thematic evaluations of the Centre's activities, but this remains an area which merits further attention.

A goal, objective or aim is generally understood to be a projected state of affairs that an individual or organisation intends to achieve; a strategy is a plan of action intended to achieve a goal.

The Centre's strategic goals do not all meet the normal definition of an objective, although there is scope in most cases to identify the 'projected state of affairs' that would be associated with achievement of the goal.

Thus in Strategic Goal 1, Operational Assistance the goal is stated to be *'The Centre will enable national and local authorities to effectively and efficiently plan, coordinate and implement safe mine action programmes, as well as to implement their obligations under international humanitarian law'*. The 'projected state of affairs' in this case would be one where National and local authorities are able to effectively and efficiently plan, coordinate and implement safe mine action programmes and one in which they *have* implemented their obligations under international humanitarian law.

Strategic Goal 3 (Standards)¹⁵ is perhaps the most obvious example of an area which lends itself to a well defined objective statement, indeed a number of interviewees approached during the evaluation expressed the view that this goal has now been achieved. Whether it has or not, it is clear that the situation has moved on over the last decade and that the current practical goal is substantially different from the one suggested by the current text.

The Implementation Support Unit (ISU) has in place a tracking system monitoring the progress of the various states parties towards achievement of the 'projected end state' – one where they have satisfied their obligations. Although the ISU's working context offers a simpler situation within which such definition can be achieved, similar principles could be applied across the Centre's broader activities.

Defining useful measures of success is difficult for many organisations. The nature of the Centre's work involves interaction with a diffuse network of partners and beneficiaries and the delivery of benefits through intermediaries who may be relying upon the Centre's publications as their main source of knowledge.

The fact that the situation is relatively complex should not be a reason to avoid the question of defining and monitoring measures of success. Indeed complexity is a reason to devote particular efforts to understanding the situation (and the Centre has sought to address it through mechanisms

¹³ GICHD Work Plan 2010 (As at 22 January 2010)

¹⁴ In fact the Work Plan uses a single column headed 'Activity/Aim'

¹⁵ GICHD Strategy 2009-2011, Strategic Goal 3: In order to improve safety, quality and confidence in mine action, the Centre will support the development of relevant international and national standards.

such as thematic evaluations). The best measures of success are likely to be those which reflect key factors associated with the Centre's working context. One of the outputs of a rigorous analysis of working context should be clarity over the shape and form of the Centre's products. That in itself will allow a clearer focus on the quality of those products and by extension upon what makes the Centre effective and efficient.

The Centre's methodologies and activities are very clearly geared towards the stated overall objectives, but the strong management structure would yield more of its potential if the stated objectives were both more tightly defined and directly related to a clearer understanding of the Centre's working context.

It is recommended that the Centre maintain its existing strong structure linking the strategy to work plans and subsidiary activity, but that the analysis of working context be used to generate objectives which are focused on the quality and quantity of outputs and outcomes, rather than levels of activity (R3).

4.1.3 Perceptions of the Strategy¹⁶

Externally most respondents had little awareness of the Centre's current strategy¹⁷, but were nonetheless relatively positive about the Centre itself, feeling that it has a clear understanding of its place in the mine action industry and that it engages in the right activities¹⁸. Face to face interviews with attendees at the 13th International Meeting of National Mine Action Programme Directors and UN Advisors also indicated that respondents generally believed the Centre to be relevant, with National Centres providing the most positive feedback¹⁹.

Amongst those people who were familiar with the strategy there was a mixed view. Overall the most common response was that on balance it is good enough, but while there was also a number of more positive responses they were balanced by less positive ones. Responses from Council and Advisory Board members were similar although even within this group some individuals expressed significant reservations about the strategy.

Most respondents and interviewees from all sources felt that the Centre had a clear idea of its place in the mine action industry and that it is doing the right things, but again some vocal and potentially influential individuals expressed strong disagreement in this respect.

It is unrealistic to expect that many individuals outside the Centre will ever be intimately familiar with the contents of the Centre's strategy, but it still has the potential to be a useful document. It fulfils several different functions: it encapsulates the overall ideas of the organisation's governing bodies and management; it provides the primary input into the Centre's operational planning process; it provides a primer for the Centre's staff about the manner in which they should go about their business and; it communicates the Centre's basic philosophical and practical characteristics to the outside world. These are all important functions, although addressing them all in one document may make it hard to satisfy all the different potential readerships.

¹⁶ TOR Key Questions, How is the strategy and its implementation perceived by beneficiaries and external observers?

¹⁷ 66% of respondents to the general questionnaire either did not know it existed, had not read it or could not remember much about it: *Annex C Results of Questionnaires and External Interviews, Section 2, Q1.*

¹⁸ *Annex C Results of Questionnaires and External Interviews, Section 2, Q3 and Q4.*

¹⁹ *Annex C Results of Questionnaires and External Interviews, Section 1.2.*

As part of its analysis of working context the Centre may wish to consider whether there is a better way to communicate the different functions associated with the strategy document to different audiences.

4.2 Effectiveness

The general view of interviewees at the 13th International Meeting of National Mine Action Programme Directors and UN Advisors was that the Centre is effective in its work although there was a significant minority (17%) who were wholly or mostly negative in this respect²⁰.

National Centres were generally the most positive, although even within this group there were some who expressed strong dissatisfaction. International Institutions were generally positive, although none were strongly so. The widest range of opinion came from NGOs/Organisations with some strongly negative views expressed. External respondents who commented specifically on the ISU saw it as being highly effective in its operations.

A number of external interviewees said that they felt that some of the Centre's staff had been 'away from the field' for too long and were out of touch with current practice in field programmes. Such comments were only received from representatives of International Institutions and NGOs/Organisations. Representatives of National Centres did not offer any similar views.

4.2.1 Is the Centre achieving its Mission²¹?

The Centre's activities are certainly *consistent* with its stated mission and the strategic plan. The more significant questions relate to the underlying rationale of the Centre and its activities. The long term aim of the Centre (as described in its stated vision²²) will not be achieved for many years; what is important is the extent to which the Centre is encouraging collective progress towards achievement of that vision and whether it could reasonably do more to encourage faster progress.

In the general questionnaire 73% of respondents were mostly or wholly positive that the Centre succeeds in what it does²³.

However 21% of respondents to the general questionnaire stated that the Centre 'nearly always' does things that they don't think it should²⁴. Even amongst members of the Centre's Council of Foundation and Advisory Board there were a number of ambivalent responses and one strongly negative view²⁵. Such views reflect the different opinions some individuals have about the role of the Centre, but also about the way in which the Centre chooses to pursue certain activities.

During interviews some aspects of the Centre were perceived as being more effective than others. The publications were generally very well received with the Francophone programme receiving an

²⁰ Annex C Results of Questionnaires and External Interviews, Section 1.3.

²¹ TOR Key Questions, Has the GICHD achieved its stated mission, or can it reasonably be expected to do so on the basis of its resources and output?

²² GICHD Strategy 2009-2011 Section 1. II, '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'.

²³ Annex C Results of Questionnaires and External Interviews, Section 2, Q5.

²⁴ Annex C Results of Questionnaires and External Interviews, Section 21, Q7.

²⁵ Annex C Results of Questionnaires and External Interviews, Section 3, Q7.

entirely enthusiastic and positive response from all who deal with it.

Respondents were less clear about other areas. The International Mine Action Standards (IMAS) programme is well received and is seen as having been very effective, but a number of people and institutions are now questioning what level of activity is necessary for the remaining requirements. The Mine Detection Dog (MDD) programme and REST were more widely criticised by external (and some internal) interviewees.

Measuring actual progress and speed of advance is difficult in the absence of a clear description of working context (discussed above) and the absence of clearer indicators of success (or at least progress towards success).

It is reasonable to say that the Centre's activities have clear associations with movement towards achievement of its vision. What is hard to say is whether all the activities of the Centre are equally important in relation to that vision or whether some of the activities have the potential to make faster progress.

The responses from interviewees necessarily reflect their perceptions of the different programmes, but the range of views in relation to different activities within the Centre highlights the importance of clear objective setting within a well-defined general context.

Without such clarity it is hard to assess the relevance of different activities and to monitor their development over time. Activities that began as high priority may become less relevant. This may be because they have achieved their objectives or because circumstances have changed. At the same time, without clarity, it is also hard to justify why certain activities remain worthwhile and effective. The Centre runs the risk of losing donor interest in activities that are strongly justified while suffering some tarnishing of its reputation if it pursues activities which the outside world does not see as being relevant.

A widely expressed view (although not amongst National Centres) is that some of the Centre's staff have been away from field programmes too long and are out of touch with current practice. It is not clear that the pace of change in mine action over the last ten years has been such that there is any great risk of the Centre's staff members falling behind developments, but it should be recognised that perceptions of this sort can act as a barrier to the Centre's knowledge transfer activities. If the Centre's representatives are seen as being out of touch then, whether they are or aren't, audiences are likely to pay less attention to them and ascribe less credibility to the information they are providing.

The Centre is well aware of this body of perception and has already started taking action to encourage a greater throughput of staff, with new members coming from field programmes and with a time limit for experts to remain in post. The value of using this change in policy to incorporate increased involvement of national staff from mine affected countries is discussed in sections 4.4 and 4.5 below.

4.2.2 Major Factors associated with achievement or non-achievement of Strategic Goals²⁶

The availability of funding is often cited by organisations as a major factor in determining whether objectives are achieved or not, but there is a circularity involved between the ability to demonstrate effectiveness and the likelihood of encouraging funding support.

Maintaining relationships and coordinating with other actors (International Institutions and NGOs) was widely quoted by respondents as an area where success or otherwise could be determined. A number of International Institutions and NGOs said that without better coordination of activities there was a risk that follow-on activity, necessary to maintain the momentum created by a short visit from GICHD staff, would not take place. In some cases other organisations expressed considerable frustration at the perceived lack of communication between GICHD staff and key actors with a long term presence in affected countries.

It became increasingly clear during the evaluation that the ability to deliver services in the language of recipient countries is a major factor in determining the effectiveness and efficiency with which the Centre delivers its services. This is an area which would justify considerable additional attention. Transfer of knowledge is absolutely fundamental to the success of the Centre and the extent to which it achieves its goals. Knowledge is the primary product of the Centre and the extent to which it is received, understood and acted upon by recipients is a primary measure of the Centre's success. The extent to which the Centre manages this aspect of its work is a major factor determining whether it succeeds or not and whether it is making a valuable contribution to the overall task of mine action and associated activities.

The question of whether the Centre is achieving its goals is determined to a great extent by the way in which those goals are defined. **It is recommended that the Centre draws upon the analysis of the working context (R1 and R2) to define the Centre's future strategic goals such that achievement or non-achievement is easier to observe and to make it easier to identify why goals are or are not being achieved (R4).**

4.3 Efficiency

4.3.1 Structures, Procedures and Controlling Mechanisms²⁷

The Centre has a highly sophisticated and comprehensive internal management and tracking system. Inputs to the overall GICHD system (people, time, cost etc) are closely and accurately monitored and allocated to the various projects and functions. The overall management process also ensures that there is a strong relationship between the strategic and policy level documents and those within the day to day management system including the Work Plan and the various sector and project plans.

There is some concern amongst the Centre's own staff that the internal management system imposes a heavy administrative load on their time and that having such an all-encompassing system may encourage a degree of micro-management. These are valid concerns, but the system has only been implemented in its current full form for a short period of time; familiarity with the system is

²⁶ TOR Key Questions, What major factors contribute to the achievement or non-achievement of stated strategic goals and how can GICHD improve these factors?

²⁷ TOR Key Questions, Have appropriate structures, procedures, controlling and evaluation mechanisms been established?

likely to reduce the perceived burden somewhat. The Centre should certainly keep a close eye on these two aspects of the system, but in general as a management tool it is an excellent one. Like all tools, the benefits of its adoption will be dictated to a great extent by the skill and sensitivity with which it is employed.

The system allows for monitoring, control and evaluation of the Centre's elements and activities, although its full potential will not be realised until the output side of the various functions is as closely measured and monitored as the input side. The Centre does already engage in considerable measurement of its activities, and some associated outputs, as reflected within its annual Activity Report²⁸, but the bias remains towards activities, rather than towards selected indicators of output and outcome.

Efficiency is typically associated with two basic criteria; one is a simple quantitative ratio between inputs and outputs, the other is a more subjective assessment of whether an individual or organisation gets things done in a timely fashion without using excessive resources. Without a general approach to measurement of output and success the Centre is restricted to the more subjective assessment of efficiency alone.

Better measurement of selected outputs and outcomes would allow the Centre to make a number of useful comparisons associated with its activities:

- Observing how the efficiency of a project changes over time
- Making decisions about the selection of new projects within a clearer comparative framework
- Making decisions about when to stop projects
- Comparing the relative efficiency of different projects

Without the means to make meaningful comparisons between outputs as well as inputs the tendency when considering questions of efficiency is to concentrate on cutting costs. The avoidance of waste is fully justified, but efficiency can perfectly well be increased by raising output for the same level of input.

It is often said that identifying such measures of success is difficult. That may be true, but the value associated with gaining a clear understanding of what constitutes success is high and justifies additional effort.

Identifying useful simple internal ratios of input to output (for example, the cost of producing a publication to the number of requests for copies or downloads from the website²⁹) and more complex ones of input to benefit or impact (such as the cost/time involved in preparing a training package in relation to the number of recipients of the training package who changed their own activities/behaviour following training) will help in monitoring of the Centre's success in achieving its own objectives and in working effectively with partners and beneficiaries.

There is much interest amongst the Centre's staff in developing better measures of output and success to help adopt a more objective approach both for internal analysis and to help communicate

²⁸ *GICHD Activity Report 2009 Final Version as at 6 April 2010.*

²⁹ There is already monitoring and analysis of download requests for documents through the centre's website.

the Centre's value to outsiders.

It is recommended that the Centre identify appropriate internal ratios and external measures of success drawing on the outcome of a wider analysis of the working context (R5).

The Centre's performance in arranging and hosting conferences (including the 13th International Meeting of National Mine Action Programme Directors and UN Advisors) was widely praised.

In respect of the more subjective perception of the Centre's efficiency two particular areas were identified during interviews: meeting deadlines and internal coordination.

Within the Centre a number of staff members observed that the Centre is poor at meeting its own publication deadlines. This may not necessarily matter if outside recipients and donors are satisfied with the timelines associated with the production of new publications, but at least one of the other key actors³⁰ associated with the Centre made a similar point.

There was a perception, expressed by some staff members and outsiders, that there is sometimes a lack of coordination between GICHD staff members when planning activities outside the Centre. Some outsiders, including representatives of key actors, stated that a degree of compartmentalisation remains between the different projects and sections within the Centre. This point was made during the previous evaluation³¹ and the Centre has made efforts to address it. Interviews conducted during this evaluation indicate that it is a subject which justifies further attention.

The Centre has approximately 50 Full Time Equivalent (FTE) posts within its system, and 53 individual staff members associated with those roles. 12 individuals are categorised as Administration or Management equating to 23% of the total staff; a further 7 (13%) fulfil support roles³². Accepting that there may be some differences of opinion as to where the line should be drawn between operational activity and enabling, directing or supporting roles, even in a fairly unsympathetic assessment, it is fair to say that the Centre has around 64% of its staff in positions which can reasonably be regarded as 'front line' roles. Some of the support staff are involved in activities, such as the production of publications, which are core activities for the Centre. Under such circumstances it would not be unrealistic to take a view that rather more than 64% of the staff are involved in directly productive functions. In financial terms around 13% of the centre's expenditure is related to management and administration³³.

The Centre should certainly keep a close eye on the proportions of its staff associated with productive and supporting roles, but the current situation is well within the bounds of normal practice and would not be deemed unacceptable in other organisations fulfilling similar functions in other industries.

³⁰ Statement made in an extended interview during the period of the 13th International Meeting of National Mine Action Programme Directors and UN Advisors.

³¹ *Evaluation of the Geneva International Centre for Humanitarian Demining (GICHD) Stéphane Jeannot, Human Solutions Consulting – Geneva 5 November 2004, section 5.2.*

³² Unaudited figures provided by GICHD

³³ Unaudited figures provided by GICHD.

4.3.2 Fluctuations in Resource Flow³⁴

The Centre has adopted a formal risk management process covering not just potential fluctuations in the financial resource flow, but also the implications of a range of adverse events³⁵. The Centre identifies possible fluctuations in its financial resources in good time and takes early action to match expenditure to anticipated income.

The risk management system exhibits many of the characteristics associated with other similar systems, but the Centre may wish to investigate variations on the theme before identifying the approach most suitable for its own circumstances.

There are various ways to assess probability of events happening and the consequences associated with them. The Centre's current system is relatively subjective, especially in terms of consequence, using four categories: insignificant, marginal, critical and disastrous. These terms would benefit from additional definition. Typical guiding text used elsewhere includes details of the impact of an event on people, property and in monetary terms. For example, an insignificant event would result in no more than a personal injury which would not require the victim to take any time off. A marginal one might involve an injury involving less than 5 working days lost time, a critical one would involve hospitalisation and/or extended time off and a disastrous one the death of one or more people. In parallel a similar range of impacts upon property can be defined, as well as bands of financial impact. Insignificant might involve less than 1,000 CHF, while disastrous could be associated with an impact of greater than 1m CHF for instance.

Equally, when considering the probability of an event occurring, a number of different methods can be used to bring objectivity to the process. Considering how often such events happen across similar organisations within the industry can be helpful. The GICHD's current system allocates probability by the number of days between typical occurrences ranging from 'almost every day' to 'improbable every 10,000 days'. The approach is quantitative, but is not necessarily very easy to apply. Loss of data is placed in the 'probably' category which suggests that it happens every 10 days. Traffic accidents are expected to happen every 100 days. It is not clear that these things really happen with such frequency.

As with developing measures of success to allow comparative assessment of efficiency across the organisation, so adopting more defined categories of consequence in the risk analysis brings a commonality to risk assessments allowing managers to view events in a dispassionate manner. Risk perception is a notoriously illogical and subjective activity; any mechanisms which help bring a more measured approach to identifying and managing risks is to be welcomed.

The Centre's system forms a good basis to work from and should become more sophisticated and responsive as it is used. It is important that having created a system it does not reside in a filing cabinet or in the recesses of a hard drive, but is regularly reviewed and improved.

The Centre may wish to consider some additional enhancements to the system:

- The Centre's activities are very closely associated with individual technical specialists. The

³⁴ TOR Key Question, How are possible fluctuations in the resource flow taken into consideration in the planning and implementation of activities?

³⁵ GICHD Spreadsheet: *Tableaux des risques -15Jan2010-8*

loss of a person for whatever reason may have implications for interruptions to a specific project. Some individual staff members are rightly regarded as being unusually well versed in certain aspects of mine action. The Centre may wish to consider how it captures their knowledge and experience in order to ensure continuity of activity in the event that that person is no longer available.

- Where risks are assessed as being high (loss of data features prominently in the risk assessment system) it is common to carry out a reassessment of risk after control measures have been put in place. The reassessment should bring the risk associated with the event within an acceptable zone within the risk table. It should not be necessary for the Centre to accept some events as being high risk – action should be possible in almost all circumstances to reduce the probability of the event and/or to reduce the consequences of the event.
- One of the greatest risks most organisations face is not managing to keep up with trends and developments in their industry. The Centre and its management are well aware of this and devote time and effort to the subject. The analysis of working context proposed within this report would yield important input to the longer term risk management system.

It is recommended that the Centre review the definitions of consequence and probability in its risk management system and that it explicitly record the change in risk assessment associated with specific hazards/events once suitable controls have been put in place (R6).

4.4 Gender and Diversity

In mid-2008 an internal reflection on how the Centre could become more gender sensitive was initiated by the current Director. Consequently, a gender and diversity working group was set up and a consultant was hired to conduct a gender and diversity audit of the Centre, develop a gender and diversity policy together with the working group and carry out training for all staff.

The current strategy (2009-2011) mentions in the Principles that GICHD: “Is gender sensitive in the planning, implementation and evaluation of its programmes.”

The discussion initially focused mainly on internal matters, such as the review of Internal Rules and Regulations and the development of a policy on harassment. Some units and programmes also developed Diversity and Equal Opportunities action plans in the first half of 2009. However, others have not yet developed a specific plan, nor have they explicitly incorporated gender and diversity considerations into their regular work plans.

The existing Diversity and Equal Opportunity action plans have been developed, but not yet reviewed and therefore it is not possible to determine the extent to which gender and diversity issues have actually been mainstreamed into the activities of the centre.

In order to get an idea of how gender and diversity issues are perceived within the Centre, a questionnaire³⁶ was distributed to all staff and 39 completed ones were received from 20 women, 17 men and 2 people who did not specify their sex. The results are detailed in Annex C³⁷ but can be summarised as follows:

³⁶ *Annex B Collection of Information during the Evaluation, Attachment 1.*

³⁷ *Annex C Results of Questionnaires and External Interviews, Section 4.*

- Gender and diversity considerations are starting to get more consideration within the Centre, but the degree varies between sections and programmes. More guidance and follow up from management are needed
- The majority of staff believe that the Centre's human resources policy and practice promote equal opportunities and are family-friendly (although room for improvement is highlighted in the comments)
- Gender balance is considered good in terms of numbers of female and male staff (24 women and 20 men, not including the ISU), but not at the different levels of responsibility as the Centre only has one woman in a senior management position (compared to 4 male senior managers) and 5 in an expert position (compared to 13 male experts), while most women are employed in the Support and Administration sections. Diversity is considered weak with only one manager and one junior officer being from mine-affected countries. The ISU has 2 men and 5 women, of which 4 are female professional officers

In order to collect views from individuals external to the centre on the way gender and diversity issues are tackled by the Centre a question was also included in the questionnaires to the Advisory Board and Council of Foundation, in the general questionnaire and in the accelerated interviews.

80% of the respondents to the general questionnaire seem to think³⁸ that the Centre is giving enough attention to gender and diversity issues within mine action and the same is true for the AB and CoF questionnaire.

Results from the accelerated interviews show that national authorities are either not aware of gender and diversity issues being mainstreamed or promoted by the Centre or are reasonably satisfied. NGOs/Organisations and International Institutions expressed more diverse opinions, rating the Centre less positively on those issues³⁹.

It is recommended that the Centre seeks to achieve a better and more meaningful gender balance, especially at the management and expert levels, while continuing to mainstream gender and diversity both internally and in its external activities (R7).

The subject of gender and diversity is often seen as a stand alone activity (much like health and safety) when in fact it has implications for almost all aspects of an organisation. During the course of the evaluation it became clear that diversity within the Centre was of potentially fundamental significance to the effectiveness and efficiency with which the Centre meets the needs of its key audiences and achieves its strategic goals.

The practicalities of communication are discussed in the next section of this report, but the role of language and culture in the efficient transfer of knowledge are clear to many of the Centre's own staff and outsiders, especially in National Centres. The view, held by a number of individuals in International Institutions and NGOs/Organisations that some of the Centre's staff have been away from the field too long may or may not be entirely justified in terms of its significance for technical knowledge, but it does highlight a closely related issue – that of the efficiency with which the Centre's knowledge is both translated into local languages (verbally as well as textually) and placed

³⁸ The answers being Probably yes or Definitely yes

³⁹ Annex C Results of Questionnaires and External Interviews Section 1.4

within the most effective cultural context.

The importance of translation and the use of interpreters in transferring knowledge is fully recognised, but, given its impact on the proportion of transmitted knowledge which actually reaches the intended recipients, it does not appear to receive the level of attention that it merits. The presence of individuals from mine affected countries within the Centre's staff is very limited at the moment. The specialist responsible for Standards is from Afghanistan, but there is no one else above the level of assistant or intern within the organisation. This is both inappropriate and a missed opportunity. The inclusion of staff from national programmes within the wider range of operational projects in the Centre would yield considerable benefits in bridging the language and cultural barriers encountered in many situations. Clearly no one individual can generally address the situation in multiple countries, but the encouragement of direct familiarity with the Centre's various activities amongst mine affected national staff is worth the most serious consideration.

It is recommended that the Centre consider a programme of active inclusion of individuals from mine affected countries at the technical specialist level including rotation through a number of the Centre's projects (R8).

4.5 Communication and Knowledge Dissemination

The effectiveness with which the Centre disseminates knowledge goes to the very heart of what the Centre does and whether it is succeeding in its mission and vision. More than anything else the Centre is a focal point for the management of knowledge. On the one hand it gathers experience, ideas and knowledge and seeks to distil them into convenient digestible packets; on the other it aims to provide that knowledge to a wide variety of people and organisations in such a way that they accept, understand and apply that knowledge so as to better address the problems associated with mines and ERW around the world.

Discussions with members of the Centre's staff and with external interviewees provided a wide range of responses and views in relation to the Centre's communication methods and effectiveness⁴⁰. National Centres were generally, but not exclusively, positive about the extent to which the Centre communicates the right information to the right people. NGOs/Organisations were generally less positive about the Centre's approach to communication with 35% of interviewees being predominantly or strongly positive, 30% taking a middle ground position and 35% being negative, including 10% who were strongly negative. No representatives of International Institutions were strongly positive about the Centre's communications with an even split of generally positive and generally negative responses, but with some strongly negative views as well.

The Centre's publications are widely praised and are seen as being one of its best achievements. The Francophone programme is very well received.

The lack of mine-affected country language skills amongst Centre staff is perceived as a serious shortcoming by representatives of National Centres.

⁴⁰ *Annex C Results of Questionnaires and External Interviews, Section 1.5.*

4.5.1 Defining and Meeting the Demand for Knowledge Dissemination⁴¹

The Centre has recently started a Needs Assessment. A number of National Centres have already been approached for feedback about the aspects of the centre which they value most and where they would like specific support. The process will be extended to major international institutions and other operating organisations over time. The Needs Assessment process is strongly to be welcomed. It is likely to provide information of great value to any wider analysis of working context as recommended in this report.

The process is still relatively new, but is already yielding valuable information which, over time, will provide an excellent basis for defining the needs and expectations of the Centre's various audiences. Prior to the adoption of this system it is not clear what form the process of defining needs took.

A number of internal and external interviewees expressed concerns that the decision drivers in the past had been the noise level associated with demands from some narrow groups and the assumptions of funders, rather than any more objective process. Enthusiasm and the availability of funds are factors which should not be denigrated, but it is important that the basic principle that the Centre always operates in response to a request does not prevent the Centre from identifying areas which would justify attention and then identifying partners or donors who will generate a request. This is a fine balance and one to which the Centre's management are very sensitive.

Defining and meeting demands is about a design process. One in which needs are identified, defined and prioritised and to which a range of responses are designed. The design process includes the content of the response, but also the means by which knowledge should be transmitted to target recipients. Definition of demand would be informed by analysis of working context and by the ongoing needs analysis.

4.5.2 Meeting the needs of key audiences⁴²

Different audiences have different views of their own significance to the Centre. Some staff members within the Centre stated that the relative significance of different audiences is not always clear and that some audiences do not receive the level of attention that they justify.

Respondents to the General Questionnaire said that they thought the Centre does meet the needs of its key audiences⁴³. During interviews with external respondents under the heading of Effectiveness, most respondents were positive, although almost 20% of interviewees were generally or strongly negative in this respect⁴⁴.

The Centre has a number of key audiences as well as groups which may not be direct recipients of the Centre's services, but which take a close interest in what the Centre is doing. There is a general feeling within the Centre that its primary audiences are in the field, whether in National Centres, local offices of International Institutions or within NGOs and (to a lesser extent) commercial companies.

⁴¹ TOR Specific Questions, How is demand for knowledge dissemination defined and how is it met?

⁴² TOR Specific Questions, Do communication activities meet the needs of key audiences?

⁴³ *Annex C Results of Questionnaires and External Interviews, Section 2, Q8.*

⁴⁴ *Annex C Results of Questionnaires and External Interviews, Section 1.3.*

A number of the Centre's staff said that because communicating directly with local national organisations and individuals is often more difficult (mostly for reasons of language), there is sometimes a tendency to allow the communication stream to swing across so that it primarily focuses on international Technical Advisers (TAs); individuals who often have a very similar background to the Centre's own staff, shared language skills and similar cultural references. It is natural to do so, but the Centre should consider carefully and rigorously exactly who the target audiences are for its various products and services and develop communication mechanisms which are optimised for those audiences.

Despite the fact that there is strong involvement with international Technical Advisers in many programmes, the most negative responses about the Centre's relevance, effectiveness and communication came from within the TA group⁴⁵. In comparison, the National Centres were much more positive about the Centre in all those respects, although with a small number of negative responses. There was also a wide spread of opinion amongst NGOs and operating organisations with some very strongly negative opinions about communication and relevance.

The GICHD works in response to requests. Some agencies are more active in bringing requests to the Centre and, not unreasonably, end up carrying out more projects in partnership with the Centre than other organisations which may be more reticent or less familiar with the Centre's way of working. Some other agencies perceive this as favouritism on the Centre's part. There is no evidence that this is the case, but the Centre may wish to review its approach to encouraging partnering with other agencies.

The picture in relation to key audiences is mixed, but with a bias towards a positive response. The Centre can take some satisfaction in the fact that a significant proportion of its audiences do express satisfaction with what the Centre does, but it is important that the more negative voices are not ignored. The most negative comments typically come from organisations and individuals who are of real or potential importance to the centre in terms of its future operations.

The Centre meets many of the demands of those representatives of its key audiences that it interacts with. Some sectors are more satisfied than others, but what is not clear is to what extent the Centre is satisfying the overall body of potential audience.

Understanding the effective market for the GICHD's services is an important part of its future strategic planning. A full analysis of working context would help establish parameters associated with the overall scale of the Centre's task and, by extension, the size of the Centre's staff and the scope of what it does.

4.5.3 Effectiveness of knowledge dissemination methods⁴⁶

However well a package of knowledge is designed and developed, nothing will have been achieved if the intended recipients either do not receive it at all or receive it, but do not understand it. The Centre disseminates knowledge through a variety of active and passive mechanisms. The primary passive mechanism is the web site; users browse the site's library of publications and download whatever they want. The Centre monitors this sort of activity and gains some useful data about the

⁴⁵ Annex C, Results of Questionnaires and External Interviews, Sections 1.2, 1.3 & 1.5.

⁴⁶ TOR Specific Questions, Are the methods of knowledge dissemination effective?

popularity of different publications over time.

The Centre also takes a more active role in the dissemination of knowledge, sending staff members to countries to run training programmes and workshops. It is these activities which represent the highest profile presence of the Centre to its key audiences. The general view expressed by respondents to the questionnaire was good with only 20% expressing reservations⁴⁷. During interviews there was a more mixed response with strong peaks of negativity from International Institutions and NGOs/Organisations⁴⁸.

The importance of language was raised once again in relation to the effectiveness of dissemination means. The Francophone programme is very positively received within the Francophone countries. Where publications have been translated into languages other than French there was also a positive reception. There are also a number of countries with languages where translation has not taken place. In almost all cases recipient countries said that they would like more of the training (as distinct from purely publications) to be provided in their local languages.

The situation is compounded by the fact that translation, especially verbal translation, does not only involve putting text into the words of another language. Sometimes that language will not have a word for the specific term in English. Sometimes the concept espoused within the text may be alien to the local culture and a more flexible approach will have to be adopted to convey the sense rather than the narrow wording involved.

Almost all representatives of National Centres made similar points during interviews, although there was one exception⁴⁹. In that case the National Centre said they wanted the text in English; they specifically did not want the Centre to translate it; they would translate it and they would make the necessary adjustments to reflect the cultural context.

Such confidence and activity is to be commended, but it illustrates an aspect of communication which the centre may wish to consider in more detail – the Centre does not have the resources to translate every document and training course into every language (and nor does it want to), but does it wish to encourage National Centres to take on some of the responsibilities of doing so? There are obvious attractions to sharing the burden, but there are also implications for maintaining quality and consistency. The Centre faces a problem in that it cannot translate every publication into every language associated with mine affected countries, nor can it deliver every training course in every language. However, this is a question which dictates, to a greater extent than almost any other, whether the Centre succeeds in its mission. As such it justifies active, energetic and creative attention.

It is recommended that the Centre review the role of language in the delivery of its services and identify ways to improve the efficiency with which knowledge is assimilated by recipients in mine-affected countries (R9).

A number of GICHD staff expressed concern that some of the Centre's direct communication is provided to the wrong people. A typical situation was described as one where a National Centre,

⁴⁷ *Annex C Results of Questionnaires and External Interview, Section 2, Q8*

⁴⁸ *Annex C Results of Questionnaires and External Interviews, Section 1.5*

⁴⁹ Accelerated Interview with representative of National Centre 18 March 2010

which holds a high opinion of the GICHD, decides that relatively senior staff should attend training sessions rather than those at a more appropriate level within the management structure, who may be better placed to put new skills into practice.

The more times information is relayed through different individuals the greater the chance that there will be a loss of quality in relation to the content. Ideally, knowledge should be communicated directly to end users (and ideally in their own language by someone who understands their cultural references). This may not always be practicable, but the Centre should recognise that any deviation from the idealised model brings a reduction in the quality of the knowledge dissemination process. As such it will reduce the effectiveness of the Centre and, by extension, its efficiency.

This is a difficult and sensitive issue, but it relates directly to the efficiency with which knowledge is imparted to intended recipients. As such it justifies careful consideration by the centre.

This is an area where there is scope for the development of improved measures of success (or quality) which would help the Centre focus on, and manage better, critical points in the overall knowledge management process.

It is recommended that the Centre adopt a process based approach to the collection, collation and dissemination of knowledge and identify key indicators of quality associated with the delivery of its services and products (R10).

4.6 Cooperation and Coordination⁵⁰

The response in the general questionnaire was generally good with 79% of respondents being positive⁵¹ about the Centre's cooperation and coordination performance. External interviewees during the 13th International Meeting of National Mine Action Programme Directors and UN Advisors said much that was positive (55% of respondents were wholly or mostly positive), but with a high proportion of ambivalence amongst International Institutions and some significant negative views⁵². Similarly, the majority of NGOs/Organisations were generally very positive about the centre's cooperation and coordination, but with a significant proportion expressing serious dissatisfaction. Members of the Council of Foundation and Advisory Board were generally positive about the Centre's cooperation and coordination⁵³.

In discussions with interviewees from the Centre's staff and external organisations a common statement was that 'things have been very bad, but that they are generally getting better'. Discussions with senior managers in other key actors indicated both general satisfaction in some cases and dissatisfaction in others.

On several occasions members of the Centre's staff and outsiders expressed a view that coordination between projects and offices within the Centre has not always been good. The Centre has taken steps to address this specific issue, but there remains a continuing perception that there is not as much cross-communication between internal projects as is necessary.

⁵⁰ TOR Specific Questions, What is the GICHD's performance regarding its cooperation and coordination with other mine action actors, including national authorities, UN agencies, NGOs, and other specialized mine action organisations?

⁵¹ Annex C Results of Questionnaires and External Interviews, Section 2, Q10.

⁵² Annex C Results of Questionnaires and External Interviews, Section 1.6.

⁵³ Annex C Results of Questionnaires and External Interviews, Section 3, Q11 and Q12.

During interviews the evaluators encountered one example of a National Centre which wished to cooperate with the Centre, but which felt that it had been forgotten or ignored. The fact was drawn to the Centre's attention at the time and action has been taken to re-establish contact, but it illustrates the difficulties presented by language barriers and the importance of actively managing relationships within the Centre's wider working context. This may be an unusual example and the general response from National Centres was enthusiastic about cooperation with the Centre.

At the level of the major international actors relationships have clearly gone through some troubled periods in the past. A good deal of successful repair work has been done, but there remains lingering sensitivity in some quarters. Managing relationships between organisations is a complicated activity demanding careful prioritisation and the application of well-targeted communication as well as the time and attention of individual managers. This is especially so in the complex situation within which the Centre finds itself, where the entity requesting support may not be the organisation paying for it.

It is recommended that the Centre review the documentation it uses to define better the relationship between requesting organisation, the Centre as provider of the requested services and the donor, in order to bring greater clarity to expectations, responsibilities and timelines (R11).

At a more general level, an analysis of working context along the lines described earlier in this report, is likely to help identify the critical paths within the more complicated relationships that the Centre must manage. Having identified critical points the Centre may find it easier to determine the appropriate mechanisms to define relationships and manage the expectations of partners, recipients and donors effectively.

4.7 Synthesis Questions⁵⁴

During the evaluation several important and common themes were repeatedly encountered by the evaluators. They have been discussed in more detail within the main body of this report, but they are summarised here for convenience and as the main conclusions reached by the evaluators.

The fundamental question is one of coherence; the way in which the many different projects, people and functions of the Centre combine together in an efficient way to satisfy the requirements of recipients, beneficiaries, partners and donors.

Understanding the Centre's Working Context

A clear, comprehensive and shared understanding of the Centre's working context in the widest sense is an important pre-requisite for improvement of all the following issues. A thorough analysis will help better define the different needs which exist in mine action today, the direction that mine action is going, the size of the potential market for the Centre's services and the roles that the Centre and other actors fulfil within that context.

Individuals within the Centre observe what is going on around them, reach their own conclusions

⁵⁴ TOR Synthesis Question, Based on the findings of the evaluation, does the GICHD have issues (within and also outside the scope of its management responsibility) that need specific attention for strengthening the Centre's relevance, effectiveness and efficiency?

and engage in discussions with their colleagues and external contacts. In doing so they develop their own picture of the Centre's working context; some features of that picture they will share with some of their colleagues, but there has not been any overall drawing together of observations, opinions and ideas to create an accurate and up-to-date assessment of the Centre's working context. *Recommendations R1 and R2 are of direct relevance.*

Defining the Centre's Outputs and Outcomes more Clearly

The Centre's outputs are determined to some extent by its strategy and goals, but the goals are relatively loosely defined and relate more to types of activity than specific end states. A clearer analysis of working context should lead to a clearer understanding of needs and so to more tightly defined outputs and outcomes. Bringing such definition will help justify the Centre's activities within a context of clear relevance and achievement. *Recommendation R3.*

Developing Clearer Measures of Success and Quality

Clear goals, set within a framework of obvious relevance, naturally lead towards a clearer picture of success and progress towards achievement of those goals. Measures of success provide the basis for a better understanding of the quality of products and services. This, in turn, helps ensure that individual projects and activities are well designed to respond to the specific needs of beneficiaries and partners, taking into account the linguistic, cultural and professional backgrounds that they bring. *Recommendation R4.*

Establishing Indicators of Efficiency

The Centre currently measures the inputs to its operational activities with great thoroughness, but there is no similar use of detail and accuracy on the output/outcome side. Better measures of success and quality would provide the necessary background against which the output/outcome side of the organisation's activities could be measured. This would allow comparison against the input side of the Centre's various activities and so yield indicators of efficiency enabling the Centre's management to observe differences between projects and within projects over time. *Recommendations R5 and R6.*

Gender and Diversity

The centre exhibits incipient commitment to mainstreaming gender and diversity issues within the planning, implementation and evaluation of its programmes, but needs to pursue this further through management guidance and follow up. At the same time it does not capture enough of the potential benefits associated with a diverse workforce, especially through the inclusion of individuals from mine affected countries at the technical expert levels. A wider inclusion of language and cultural backgrounds at a higher level in the technical projects would yield benefits for the effectiveness and efficiency with which knowledge is transferred to intended recipients. *Recommendations R7, R8 and R9.*

More Rigorous Assessment of Potential, Current and Long-running Projects

It may not always be possible to set measures of success and indicators of efficiency against some absolute scale, but the use of common assessment across the Centre's activities will make it easier

to compare projects and activities. There have been criticisms of some projects which have run for many years without any clear result and the Centre needs to take decisions about which new projects to start. In both cases the ability to carry out direct comparisons of key features of proposed, current and long-running projects will help to take decisions, justify them and maintain confidence amongst partners and stakeholders that the Centre is doing the right things in the right way. *Recommendations R4, R5 and R10.*

Active Management of Relationships

The Centre takes the management of its relationships with other actors very seriously, but it exists in a complex and widespread network; it is inevitable that not every connection will receive the attention that it merits or may demand. Prioritisation of relationship management and efficient communication with individual partners, donors and service recipients is easier when the broader context within which they exist is better understood. Relationship management is strongly influenced by questions of language and common cultural references. At the moment the Centre is most comfortable operating in an English-speaking European cultural context. There is considerable potential for the Centre to use its network of contacts and relationships to diversify its in-house capacity to communicate with affected countries more effectively and efficiently. *Recommendations R1, R2, R9 and R11.*

5. Recommendations

- R1.** It is recommended that the Centre institute a process of analysis of working context drawing on input from its own staff, its advisors and as wide a range of other key actors as possible.
- R2.** It is recommended that the organisation conduct an annual review of working context and strategy during the lifetime of the next and subsequent strategies.
- R3.** It is recommended that the Centre maintain its existing strong structure linking the strategy to work plans and subsidiary activity, but that the analysis of working context be used to generate objectives which are focused on the quality and quantity of outputs and outcomes, rather than levels of activity.
- R4.** It is recommended that the Centre draws upon the analysis of the working context (R1 and R2) to define the Centre's future strategic goals such that achievement or non-achievement is easier to observe and to make it easier to identify why goals are or are not being achieved.
- R5.** It is recommended that the Centre identify appropriate internal ratios and external measures of success, drawing on the outcome of a wider analysis of the working context.
- R6.** It is recommended that the Centre review the definitions of consequence and probability in its risk management system and that it explicitly record the change in risk assessment associated with specific hazards/events once suitable controls have been put in place.
- R7.** It is recommended that the Centre seeks to achieve a better and more meaningful gender balance, especially at the management and expert levels, while continuing to mainstream gender and diversity both internally and in its external activities.

R8. It is recommended that the Centre consider a programme of active inclusion of individuals from mine affected countries at the technical specialist level including rotation through a number of the Centre's projects.

R9. It is recommended that the Centre review the role of language in the delivery of its services and identify ways to improve the efficiency with which knowledge is assimilated by recipients in mine-affected countries.

R10. It is recommended that the Centre adopt a process based approach to the collection, collation and dissemination of knowledge and identify key indicators of quality associated with the delivery of its services and products.

R11. It is recommended that the Centre review the documentation it uses to define better the relationship between requesting organisation, the Centre as provider of the requested services and the donor in order to bring greater clarity to expectations, responsibilities and timelines.

6. Lessons Learned

The people available for the evaluators to meet were selected primarily on the basis of convenience. They were available at the Centre in large numbers over short periods when the evaluators were present. This brought the logistic advantages of minimising time and cost implications for the evaluators, but it meant that the attendees at the meetings had other pressing demands on their time. However, the evaluators did manage to speak to a significant number of individuals covering a wide spectrum of organisations and from within the Centre's staff. There were occasions when it would have been interesting to have longer to pursue specific lines of discussion, but at no point did the evaluators feel that the validity of the evaluation was compromised.

Within the time available the two evaluators could not make contact with every partner, donor or stakeholder associated with the Centre, nor could they review in detail every document that might have contained some reference of relevance to the evaluation. Nevertheless, the evaluators are confident that had there been more time allocated for the evaluation, it is unlikely that different conclusions or recommendations would have been reached and presented. More time, more interviews and more reviews of documents would certainly have provided a greater volume of data to support the evaluation, but the evaluators believe that the sample of people and documents which were addressed did encompass the entire spectrum of organisations, sectors and opinions present within the mine action industry and that the main conclusions are valid.

On that basis the evaluators would not recommend any major extension of time allowed for future similar evaluations and would support the policy of making use of major events to access a large number of people over a short time.

7. General Conclusion

The Centre addresses issues within mine action that need to be addressed. It may not always address every need that it could and it may be that on occasions it addresses needs that are not fully justified, but there is no doubt that it is a valuable commodity within mine action.

A number of important issues have been identified in this evaluation. The evaluators believe these issues justify the active attention of the GICHD management and associated recommendations have been made. The issues are fundamental and go to the heart of how and what the Centre does and why it chooses to do so. It should not be thought that this necessarily implies that these issues have been ignored or neglected by the Centre. The management and staff bring a serious and committed approach to what they do, seeking to apply high professional standards at all times, but in the opinion of the evaluators these are issues which merit renewed and active attention.

The evaluators share the opinion of many of those who were interviewed during the course of the evaluation that the Centre generally does good things well, but that it has the potential to do more.

Annexes:

- A. Terms of Reference
- B. Information Sources and Interviewees
- C. Results of Questionnaires and External Interviews
- D. Evaluation Schedule

Annex A Terms of Reference

30.11.2009

TORs for the general Evaluation

of the Geneva International Centre for Humanitarian Demining

1. The evaluation of the GICHD will be carried out according to the DAC Evaluation Quality Standards as well as to the International Mine Action Standard 14.10, Evaluation of Mine Action interventions, taking into account that the Centre is responsive in all situations, such as emergency, peace-keeping, disarmament, reconstruction and development (cf. GICHD strategy 2009-2011, principles).
2. The overall aim of the evaluation is to examine the strategic orientation of the GICHD, its implementation approach and the quality of implementation procedures.

3. Key questions

3.1 Relevance

- Is the strategy (Strategy 2009 – 2011) of the GICHD based on an accurate (and up-to-date) analysis of its working context?
- Are methodologies and activities geared toward the stated overall objectives?
- How is the strategy and its implementation perceived by beneficiaries and external observers?

3.2 Effectiveness

- Has the GICHD achieved its stated mission, or can it reasonably be expected to do so on the basis of its resources and output?
- What major factors contribute to the achievement or non-achievement of stated strategic goals and how can the GICHD improve these factors?

3.3 Efficiency

- Have appropriate structures, procedures, controlling and evaluation mechanisms been established?
- How are possible fluctuations in the resource flow taken into consideration in the planning and implementation of activities?

4. Specific questions

4.1 Gender and diversity

- Is the gender and diversity perspective mainstreamed in the planning, implementation and evaluation of GICHD's programmes?
- Does the GICHD's human resources policy and practice promote equal opportunities, irrespective of gender, race, disability, religion, etc.?

4.2 Communication and knowledge dissemination

- How is demand for knowledge dissemination defined and how is it met?
- Do communication activities meet the needs of key audiences?
- Are the methods of knowledge dissemination effective?

4.3 Cooperation and coordination

- What is the GICHD's performance regarding its cooperation and coordination with other mine action actors, including national authorities, UN agencies, NGOs, and other specialized mine action organisations?

5. "Synthesis" question

- Based on the findings of the evaluation, does the GICHD have issues (within and also outside the scope of its management responsibility) that need specific attention for strengthening the Centre's relevance, effectiveness and efficiency?

6. Evaluation methods:

- Desk study of important GICHD documents (including minutes of the Council of Foundation meetings, and the reports on the general evaluation of the GICHD of 2004, as well as the programme evaluations on mine detection dogs and mine risk education in 2007 and on technology and standards in 2008)
- Interviews (questionnaire) with:
 - Stakeholders and partners of the GICHD (members of the Council of Foundation and of the Advisory Board of the GICHD)
 - National Directors of programmes the GICHD has worked with in the past
 - UN programme managers and technical advisers
 - GICHD staff

A good opportunity to talk to these people will be during the 13th Meeting of Programme Directors and UN Advisors, which will take place from 15 – 21 March 2010 in Geneva.

7. Evaluation team:

- David Hewitson, Mine Action and ERW independent consultant: overall responsibility
- Arianna Calza Bini, Manager, Gender and Mine Action Programme, SCBL: Co-evaluator with special focus on gender and diversity

8. Duration: A total of 22 working days (split between the evaluation team members) from end 2009 to mid-April 2010, including presentation at meetings of the GICHD Council of Foundation and of the GICHD Advisory Board

9. Report to: Swiss Ministries of Foreign Affairs and Defence (main donors of the GICHD) and to the GICHD Director

Annex B Collection of Information during the evaluation

1. Documentary Sources

The evaluators reviewed the following documents:

Strategic Documents

Statutes as amended by the Council of Foundation on 19 June 2009
GICHD Strategy 2009 – 2011
Workplan 2010 (as at 22 January 2010)

Council of Foundation Minutes of Meeting

14th May 2004
14th December 2004
3rd June 2005
12th December 2005
19th May 2006
15th December 2006
5th June 2007
7th December 2007
30th May 2008
21st November 2008
18th June 2009

Advisory Board Meeting Reports

9th May 2006
6th November 2006
27th April 2007
30th October 2007
12th March 2008
10th September 2008
24th March 2009

Strategy Documents

Discussions on a Joint Socio-economic/Evaluation and Policy Research Strategy
Standards and Quality Management Strategy 2009-2011
Linking Mine Action and Development Cooperation Programme Strategy 2009-2011
Programme Sub-Strategy Information Management Section, dated 11/12/2009
What should be in a Programme Strategy?
Programme Strategy – Evaluation Services Draft 2009-01-07
Training and Capacity Development Support 2009-2011 Draft for Discussion

Evaluations

Evaluation of the Geneva International Centre for Humanitarian Demining (GICHD) 2008, Support for Technology and Mine Action Standards, Final Report, Dr Russel Gasser (Humanitarian Technology Consulting Ltd) and Dr Robert Keeley (RK Consulting Ltd), July 2008
Evaluation of GICHD Programmes – 2008, Initial Management Response

Evaluation of the Geneva International Centre for Humanitarian Demining (GICHD) 2007, Mine Detecting Dogs and Mine Risk Education, Dr Russel Gasser (Humanitarian Technology Consulting Ltd), June 2007

Evaluation of GICHD Programmes – 2007, Initial Management Response

Terms of Reference: Evaluation of the Geneva International Centre for Humanitarian Demining (GICHD) Programme on Information Management, Draft 11/12/2009

Gender and Diversity Documents

GICHD's Approach to Gender, Concept Note by S. Naidoo, July 2008

GICHD's Approach to Gender – Staff Feedback, Internal Memo by S. Naidoo, 21 August 2008

GICHD Request for Proposal for Gender/Diversity Consultant, September 2008

A Quick Desk Based Audit and Recommendations: Improving Diversity and Equal Opportunities in GICHD Human Resource Management by Dr Leslie Groves, November 2008

GICHD Diversity and Equal Opportunities Policy and Action Plan – Draft for Discussion, L. Groves, November 2008 and January 2009 versions

Material from the GICHD Diversity and Equal Opportunities Training, 19 and 20 January 2009

Recommendations for taking Diversity and Equal Opportunities forward in GICHD, L. Groves, Jan. 2009

Template for Team Diversity and Equal Opportunities Action Plans 2009-2011, L. Groves, Feb. 2009

Team Diversity and Equal Opportunities Action Plans 2009-2011 for: Evaluation Team, Training and Capacity Development Section, LMAD, ISU, Standards

GICHD Diversity Working Group (DWG) – Terms of Reference and Workplan (February-June 2009), February 2009

Draft GICHD Diversity and Equal Opportunity Policy, February 2009

Draft GICHD Policy on Harassment, February 2009

Internal Rules and Regulations as of 30 May 2008 revised by DWG, April 2009

New Internal Rules and Regulations of the GICHD – Draft, June 2009

Other Documents

Annual Report 2007, 2008 and 2009

GICHD Activity Report 2009, Final Version, as at 6 April 2010

GICHD Publications (undated)

Writing GICHD Publications (undated)

Overview (undated)

2. GICHD Staff

The evaluators carried out interviews of between 15 and 90 minutes with 25 of the GICHD staff:

Åsa Wessel	Land Release Officer
Aurora Martinez	IMSMA NG Support Officer
Conny Aakerblom	Mine Dogs Specialist
Daniel Eriksson	Head, Information Management
Eric Filippino	Head, Training & Capacity Building, MRE
Erik Tollefsen	Mechanical & Technology Officer
Faiz M Paktian	Head, Standards
Ginevra Cucinotta	Junior Programme Officer, Policy, Research & Evaluation
Gisèle Sehlin-Brahi	Junior Programme Officer, Francophone Programme
Guy Rhodes	Team Leader, Land Release

Håvard Bach	Head, Operational Methods
Ian Mansfield	Deputy Director & Head of Operations
Jean-Luc Delon	Head, Francophone Programme
Kerry Brinkert	Director, Implementation Support Unit
Lesley Macinnes-Gillies	Deputy Support Director & Head of Communications
Marie-Christine Viaccoz	Travel & Administrative Assistant
Martial Becker	Support Director
Pascal Rapillard	Policy & External Relations
Pehr Lodhammar	Project Officer, Mechanical Study
Sharmala Naidoo	Project Manager, Linking Mine Action & Development
Silvie Holowaty	Website Manager
Stephan Husy	Director
Juan Carlos Ruan	Implementation Support Specialist, ISU
Ted Patterson	Head, Policy Research & Evaluation
Vera Bohle	Senior Expert, Evaluation, IHL

All staff (50) received a questionnaire on Gender and Diversity issues (as at attachment 1) and 39 completed ones were received (78%).

3. Questionnaires

Two questionnaires were used during the course of the evaluation:

All current members of the Council of Foundation and the Advisory Board of the centre were sent questionnaires (as at attachment 2). A total of 10 completed questionnaires were received, representing 31% of the total sent out. 4 of the questionnaires included detailed written comments and 5 extended follow-up interviews were conducted with:

Susan Eckey, Deputy Director General, Section for Humanitarian Affairs, Ministry of Foreign Affairs, Norway, member of the GICHD Council of Foundation

Col. Robert Diethelm, Head of Division, Federal Department of Defence, Civil Protection and Sports DDPS, Swiss Armed Forces (on behalf of Brigadier General Dahinden, Council of Foundation member)

Judy Grayson, Senior Adviser UNICEF, member of the GICHD Advisory Board

Sara Sekkenes, UNDP Senior Adviser & Team Leader – Armed Violence, Mine Action, member of the GICHD Advisory Board

Steinar Essen, Deputy Director NPA, member of the GICHD Advisory Board

Additional brief interviews were conducted with:

Ben Lark, Head of Weapon Contamination Unit, ICRC, member of Advisory Board

Oto Jungwirth, Director Croatian Mine Action Centre, member of Advisory Board

A general questionnaire (as at attachment 3) was provided to all attendees at the 13th International Meeting of National Mine Action Programme Directors and UN Advisors, 15 – 19 March 2010. A total of 33 completed or partially completed questionnaires were received, representing 12.6% of the non-GICHD attendees.

4. External Interviews

The evaluators conducted accelerated interviews of attendees on an opportunity basis in the margins of the various meetings and sessions during the 13th International Meeting of National Mine Action Programme Directors and UN Advisors. To allow the evaluators to gain feedback from as many individuals as possible a shortened recording system was used (as at attachment 4).

In each case the evaluator recorded:

- The name of the interviewee
- The organisation to which the interviewee belonged
- A numerical score against 6 key factors
- Brief written notes in relation to the interviewees response to the best and worst things about the centre plus any other key points, such as examples in support of statements, specific suggestions etc

Numerical Scoring

The response sheet included 6 key factors relating to outsiders' perceptions of the centre:

- R – Relevance; the extent to which the centre performs an important role within the wider mine action industry
- E – Effectiveness; the extent to which the centre performs its role well, benefiting target groups and satisfying partners and other key actors
- G – Gender & Diversity; the extent to which the centre is perceived as promoting and exhibiting the mainstreaming of gender and diversity principles and practice
- Cm – Communications; the extent to which the centre communicates the right information to the right people in the right way
- Cp – Cooperation & Coordination; the extent to which the centre cooperates and coordinates successfully with other agencies
- A – Awareness; the extent to which interviewees are aware of the centre and its activities

In each case the evaluator recorded a score between 1 and 5 against each key factor:

1. Low level of satisfaction/awareness in all respects
2. A more negative than positive level of satisfaction/awareness
3. A balanced level of satisfaction/awareness
4. A more positive than negative level of satisfaction/awareness
5. A high level of satisfaction/awareness in all respects

In cases where the interviewee had no view on a particular key factor, then the evaluator marked the box with a 0.

Interviews

The evaluators carried out accelerated or extended interviews with the following 56 individuals:

Adam Komorowski	Head of Operations (Africa), Mines Advisory Group
Alan MacDonald	Chief of Staff, Mine Action Coordination Centre of Afghanistan

Alistair Craib	Independent Consultant and Adviser to DFID
Anne Hamdorf	Project Coordinator, Afghanistan, Medico International
Åsa Massleberg	Programme Officer, Gender and Mine Action Programme, Swiss Campaign to Ban Landmines
B.Gen. Fehmi Mohamed	Director, Mine Action Centre, Lebanon
Belinda Goslin	Consultant, MineWolf Systems AG
Ben Lark	ICRC
Bishu Prasad Nepal	Joint Secretary, Ministry of Peace and Reconstruction, Nepal
Celine Francois	Programme Officer, UNMAS Gaza
Christian Richmond	Desk Officer, The HALO Trust
David Bax	Programme Manager, UNSOMA Kenya
David Spence	Counsellor, Delegation of the EU in Geneva
Elisabeth Decrey Warner	President, Geneva Call
Emmanuel Deisser	Director Overseas Operations, RONCO Consulting Corporation
Fadi Achaia	Head of Conventional Arms Section, Multilateral Relations Dept, League of Arab States
H.E. Sophakmonkol Prum	Deputy Secretary General, Cambodian Mine Action and Victim Assistance Authority
Hanoch Barlevi	Chief Technical Advisor, UNDP/IND, Mozambique
Hayrik Sargsyan	Senior Officer of Engineering Department, MoD, Armenia
Henrik Faerch	Director, Damasec
Ian Clarke	OCHA
Jorge Rojas	Advisor, Presidential Program for Mine Action, Colombia
Judy Grayson	Senior Advisor, UNICEF
Jurij Zerovec	Minister Plenipotentiary, MFA/Security Policy Division, Slovenia
Jurkuch Jurkuch	Chairperson, Southern Sudan Demining Authority
Katherine Kramer	Programme Director (Asia), Geneva Call
Laurent Attar-Bayrou	Director, Association Internationale des Soldats de la Paix
Magnus Boström	Field Project Manager, MDR Complete Demining
Manfredo Capozza	Advisor, MoFA Italy
Manuel Gonzal	Technical Adviser Ops, UNDP, Senegal
Maria Cruz Cristobal	Mine Action Focal Point, European Commission
Marie Mills	Programme Officer, MSB, Sweden
Mary Sack	Programme Officer, UNMAS Nepal
Max Kerley	Director, UNMAS, OROLSI/DPKO
Monty Ranatunga	Director – Mine Action, Ministry of Nation Building, Sri Lanka
Nazim Ismayilov	Director, ANAMA, Azerbaijan
Noel Mulliner	Recently retired UNMAS
Olivier Cottray	Operations Manager, IMMAP France
Oto Jungwirth	Director, Croatian Mine Action Centre
Patrice Hubert	Studies Director, Humanitarian Demining Training Centre of Western Africa
Paul Heslop	Chief UNOPS Mine Action Cluster, New York
Per Nergaard	Director, NPA
Robert White	Deputy Director/Director of Operations, Mines Advisory Group
Robert Diethelm	Head of Division, Federal Department of Defence, Civil Protection and Sports DDPS, Swiss Armed Forces
Rotha Chan	Deputy Secretary General, CMAA, Cambodia
Sarah Benattar	Chargée de Programme “Mines”, Association Internationale des Soldats de la Paix

Sara Sekkenes	UNDP Senior Adviser & Team Leader – Armed Violence, Mine Action
Simon Porter	Programme Manager, UNMAC Cyprus
Siraj Barzani	Head of Agency, Iraqi Kurdistan Mine Action Agency
Steinar Essen	Deputy Director, NPA
Tamar Gabelnick	Treaty Implementation Manager, ICBL
Tim Horner	Deputy Director, UNMAO South Sudan
Tim Lardner	Director, Lardner Associates Ltd
Tim Porter	Desk Officer, The HALO Trust
Vostanik Adoyan	Chief of Engineering Department, Armenia
Younis Saqran	Project Officer, Yemen Executive Mine Action Centre

Attachments:

1. Gender and Diversity Questionnaire issued to GICHD staff 20 January 2010
2. Council of Foundation and Advisory Board Questionnaire issued 2 March 2010
3. General Questionnaire issued to all attendees at the Heads of Programmes Week 15 to 19 March 2010
4. Accelerated interview record form

External Evaluation of GICHD

Questionnaire on Gender and Diversity issues.

Name :

Position :

Sex :

Ethnic origin/Cultural identity :

(The personal information is not compulsory, but please state if you are in a management position or not)

1	Strongly disagree	Disagree	Agree	Strongly agree	Don't know/Does not apply
Gender and diversity considerations are taken into account in the planning process (i.e. elaboration of work plans)					
<p>Comment:</p>					

2	Strongly disagree	Disagree	Agree	Strongly agree	Don't know/Does not apply
Objectives, activities and results formulated in a gender and diversity sensitive way					
<p>Comment:</p>					

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3	Strongly disagree	Disagree	Agree	Strongly agree	Don't know/Does not apply
Gender and diversity considerations are taken into account when targeting the beneficiaries					
Comment:					

4	Strongly disagree	Disagree	Agree	Strongly agree	Don't know/Does not apply
HR policies are family-friendly (parental leave, flexible time, work from home, etc.)					
Comment:					

5	Strongly disagree	Disagree	Agree	Strongly agree	Don't know/Does not apply
The recruitment system encourages gender balance and diversity of staff					
Comment:					

6	Strongly disagree	Disagree	Agree	Strongly agree	Don't know/Does not apply
The GICHD staff is balanced in terms of gender and diversity at the different levels of responsibility					
Comment:					

Thank you for your time !

General Evaluation of GICHD 2010

Questionnaire A - Council of Foundation

1. *From your perspective, is the current GICHD strategy appropriate?*

Not in any way

In some respects, but with major shortcomings

On balance, its good enough

Yes, but there are still some areas which should be adjusted

Yes in all respects

Optional Additional Comments

2. *From your perspective do you see the centre's activities reflecting its stated strategy?*

Not at all

Mostly no

Sometimes yes, sometimes no

Mostly yes, but not always

Yes in all respects

Optional Additional Comments

3. *Do you think that the centre has a clear understanding of its place in the mine action industry?*

Not at all

In some ways, but mostly no

Sometimes yes, sometimes no

In most respects, but not all

Yes in all respects

Optional Additional Comments

General Evaluation of GICHD 2010

Questionnaire A - Council of Foundation

4. *Do you think the centre is well positioned within broader disarmament processes (cluster munitions, Small arms, etc)?* *Optional Additional Comments*

Not at all

In a few respects but mostly no

In some yes, in some no

In most, but not all respects

Yes in all respects

5. *Does the centre seek to do the things you think it should do?* *Optional Additional Comments*

Not in any way

Generally not

Sometimes yes, sometimes no

Mostly yes

Yes in all respects

6. *Does the centre succeed in doing the things you think it should do?* *Optional Additional Comments*

Not in any way

Generally not

Sometimes yes, sometimes no

Mostly yes

Yes in all respects

General Evaluation of GICHD 2010

Questionnaire A - Council of Foundation

7. Does the centre do things you don't think it should do?

Never

On rare occasions

Sometimes yes, sometimes no

Nearly always

Yes most of the time

Optional Additional Comments

8. Is the centre good at listening to ideas and opinions from its council, staff and advisers?

No

Rarely

Sometimes

Usually

Yes

Optional Additional Comments

9. Is the centre good at listening to ideas and opinions from outside the centre?

No

Rarely

Sometimes

Usually

Yes

Optional Additional Comments

General Evaluation of GICHD 2010

Questionnaire A - Council of Foundation

10. *Are gender and diversity issues within mine action given enough attention by the centre?*

Definitely not

Probably not

I am not sure

Probably yes

Definitely yes

Optional Additional Comments

11. *Is the centre good at cooperating with other actors?*

No

Rarely

Sometimes

Usually

Yes

Optional Additional Comments

12. *Does the centre coordinate with other actors well?*

No

Rarely

Sometimes

Usually

Yes

Optional Additional Comments

13. *Would you like to discuss any of these questions further with the evaluation team?*

Yes please

No thank you

General Evaluation of GICHD 2010

Questionnaire C - External Respondents

Please tick one box for each answer

1 *GICHD has a written strategy for 2009 - 2011. Are you familiar with the strategy?*

- Not at all
- I know it exists, but have not read it
- I have read it, but don't remember much about it
- I have read it in detail
- I refer to it often

↓

Optional Additional Comments

2 *If you are familiar with the current GICHD strategy do you think it is appropriate?*

- Not in any way
- In some respects, but with major shortcomings
- On balance, its good enough
- Yes, but there are still some areas which should be adjusted
- Yes in all respects

Optional Additional Comments

3 *Do you think that the centre has a clear understanding of its place in the mine action industry?*

- Not at all
- In some ways, but mostly no
- Sometimes yes, sometimes no
- In most respects, but not all
- Yes in all respects

Optional Additional Comments

4 *Does the centre seek to do the things you think it should do?*

- Not in any way
- Generally not
- Sometimes yes, sometimes no
- Mostly yes
- Yes in all respects

Optional Additional Comments

5 *Does the centre succeed in doing the things you think it should do?*

- Not in any way
- Generally not
- Sometimes yes, sometimes no
- Mostly yes
- Yes in all respects

Optional Additional Comments

Please turn over

General Evaluation of GICHD 2010

Questionnaire C - External Respondents

Please tick one box for each answer

6 Do you think the centre is well positioned within broader disarmament processes (cluster munitions, Small arms, etc)?

- Not at all
- In a few respects but mostly no
- In some yes, in some no
- In most, but not all respects
- Yes in all respects

7 Does the centre do things you don't think it should do?

- Never
- On rare occasions
- Sometimes yes, sometimes no
- Nearly always
- Yes most of the time

Optional Additional Comments

8 Do you think the centre's activities meet the needs of its key audiences?

- No
- Rarely
- Sometimes
- Usually
- Yes

Optional Additional Comments

9 Are gender and diversity issues within mine action given enough attention by the centre?

- Definitely not
- Probably not
- I am not sure
- Probably yes
- Definitely yes

Optional Additional Comments

10 Is the centre good at cooperating and coordinating with other actors?

- No
- Rarely
- Sometimes
- Usually
- Yes

Optional Additional Comments

If you would like to discuss any of the questions further with the evaluation team please make contact with Arianna Calza Bini or David Hewitson

a.calza-bini@scbl-gender.ch

david.hewitson@ritherdon-consulting.co.uk

General Evaluation of GICHD 2010

External Interview Response Sheet

Name/Country/Org	R	E	G	Cm	Cp	A	B,W & Notes

Annex C Results from Questionnaires and Interviews

This Annex provides results from:

- Accelerated Interviews conducted with attendees at the 13th International Meeting of National Mine Action Programme Directors and UN Advisors
- General questionnaire provided to attendees at the 13th International Meeting of National Mine Action Programme Directors and UN Advisors
- Questionnaires provided to members of the Council of Foundation and Advisory Board of the GICHD
- Gender and Diversity Questionnaire provided to the staff of the GICHD

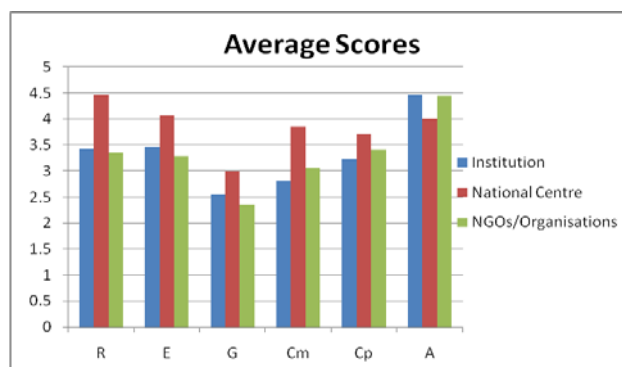
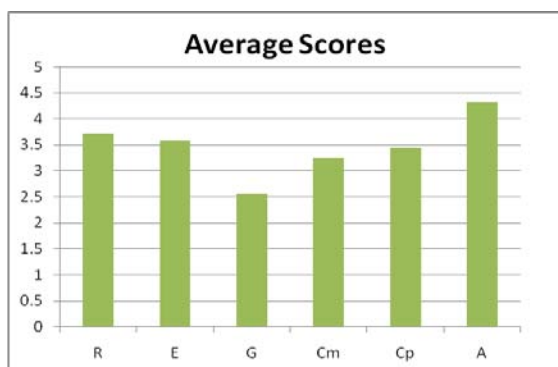
1. Accelerated Interview Results

Accelerated interviews were carried out with 51 Individuals (12 female and 39 male) representing almost 20% of the attendees. Results were broken down into three sectors: Institutions (such as United Nations Agencies) (15 interviewees), National Centres (16 interviewees) and NGOs/Organisations (20 interviewees).

Key factors which were scored were:

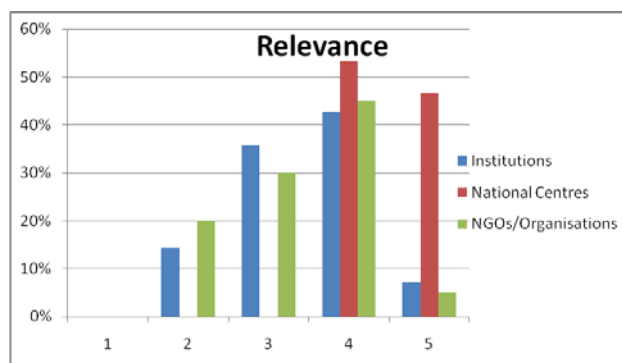
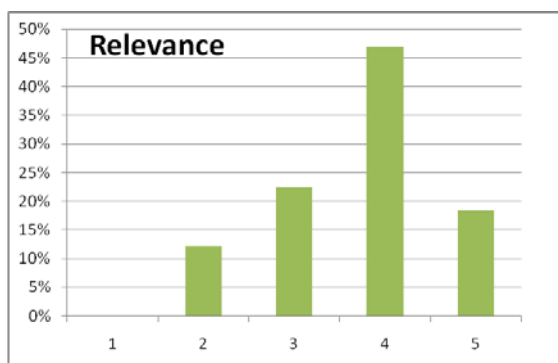
- R Relevance
- E Effectiveness
- G Gender & Diversity
- Cm Communications
- Cp Cooperation
- A Awareness

1.1 Average Scores



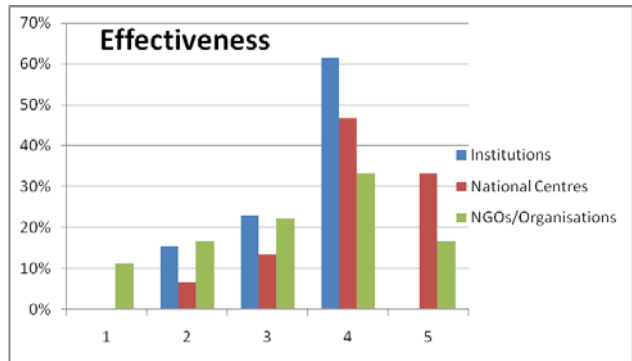
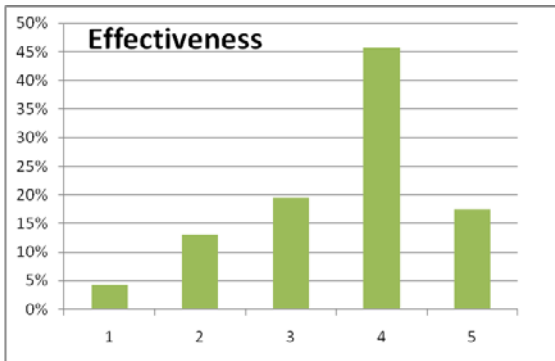
1.2 Relevance

The extent to which the centre performs an important role within the wider mine action industry.



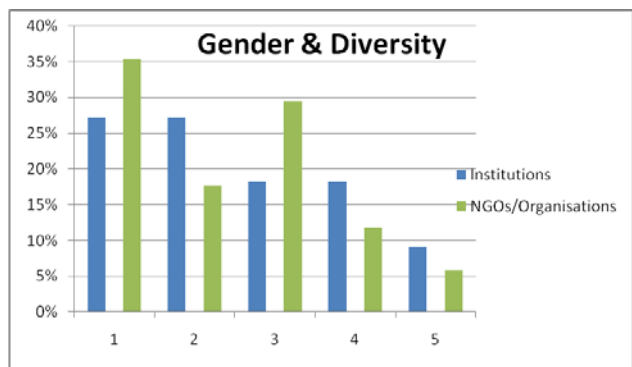
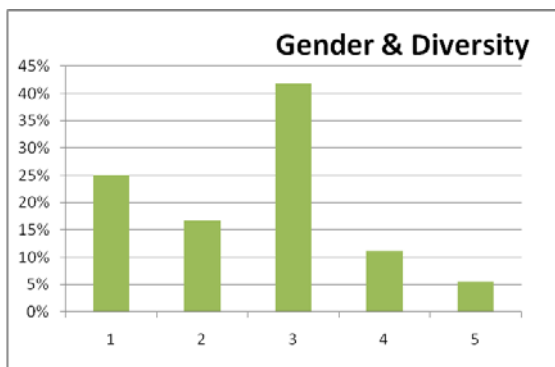
1.3 Effectiveness

The extent to which the centre performs its role well, benefiting target groups and satisfying partners and other key actors.



1.4 Gender and Diversity

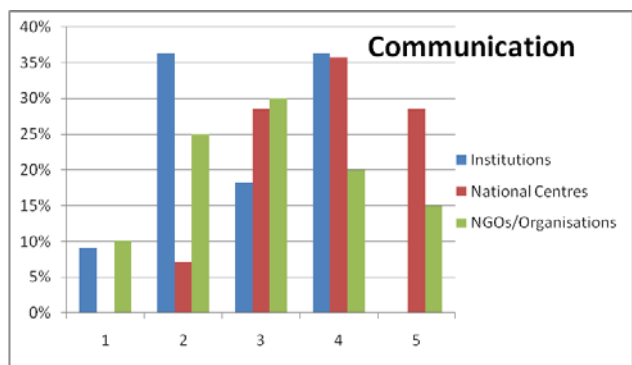
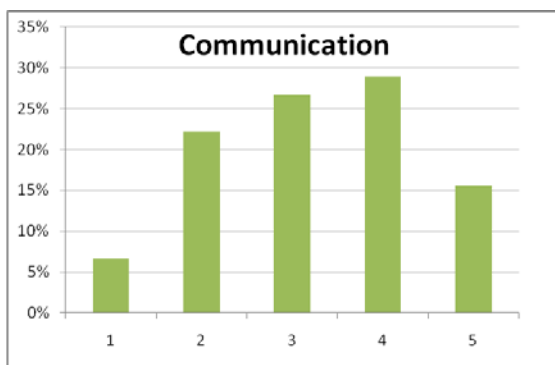
The extent to which the centre is perceived as promoting and exhibiting the mainstreaming of gender and diversity principles and practice.



This chart shows responses from institutions and NGOs/Organisations since only a few National Centres provided a response to the Gender and Diversity question and all were scored at level 3 (a balanced level of satisfaction/awareness).

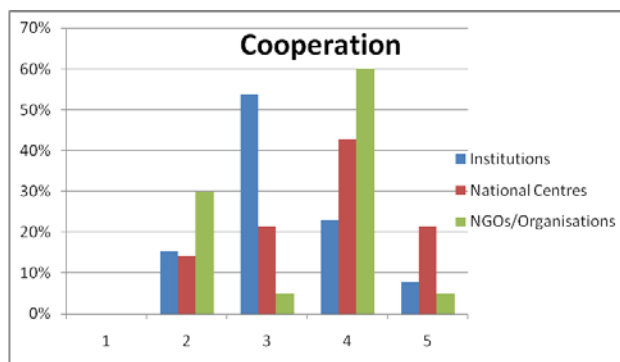
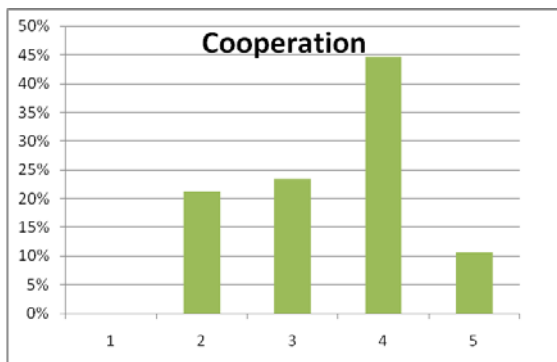
1.5 Communication

The extent to which the centre communicates the right information to the right people in the right way.



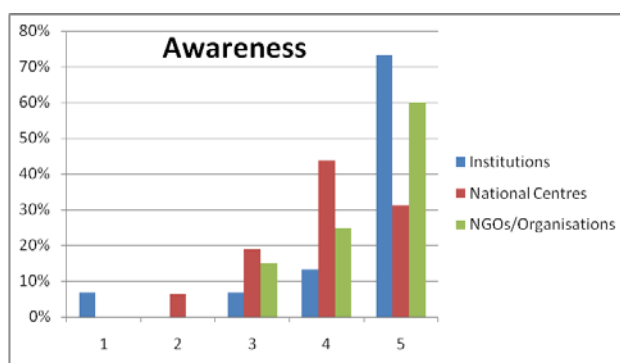
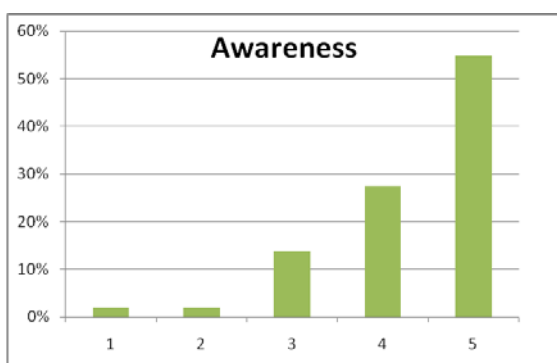
1.6 Cooperation

The extent to which the centre cooperates and coordinates successfully with other agencies.



1.7 Awareness

The extent to which interviewees are aware of the centre and its activities.

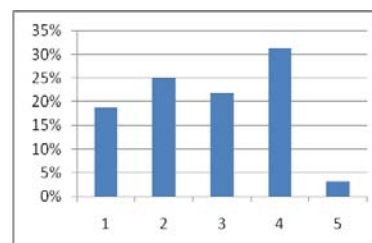


2. General Questionnaire

A general questionnaire¹ was distributed to all attendees at the Heads of Programmes week. A total of 279 individuals attended the week. Of these 17 were GICHD staff. Of the remaining 262 individuals external to the centre 33 provided fully or partly completed questionnaires; a return rate of 12.6%. The results obtained for each question were:

Q1. GICHD has a written strategy for 2009 - 2011. Are you familiar with the strategy?

Not at all	6	19%
I know it exists, but have not read it	8	25%
I have read it, but don't remember much about it	7	22%
I have read it in detail	10	31%
I refer to it often	1	3%

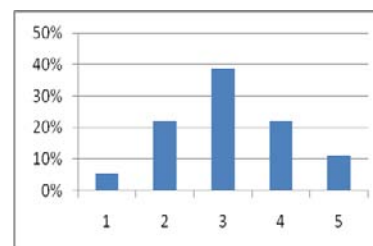


32 out of 33 respondents answered the question

¹ Examples of all questionnaire and record forms used during the evaluation are provided in Annex B.

Q2. If you are familiar with the current GICHD strategy do you think it is appropriate?

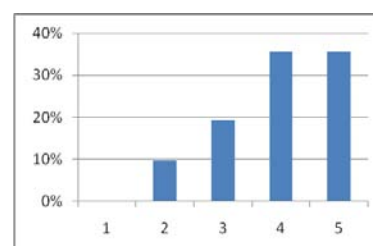
Not in any way	1	6%
In some respects, but with major shortcomings	4	22%
On balance, its good enough	7	39%
Yes, but there are still some areas which should be adjusted	4	22%
Yes in all respects	2	11%



18 respondents answered the question

Q3. Do you think that the centre has a clear understanding of its place in the mine action industry?

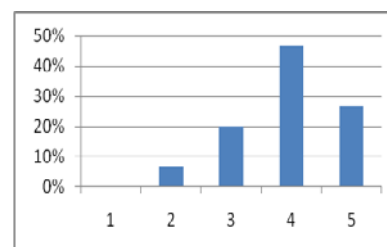
Not at all	0	0%
In some ways, but mostly no	3	10%
Sometimes yes, sometimes no	6	19%
In most respects, but not all	11	35%
Yes in all respects	11	35%



31 out of 33 respondents answered the question

Q4. Does the centre seek to do the things you think it should do?

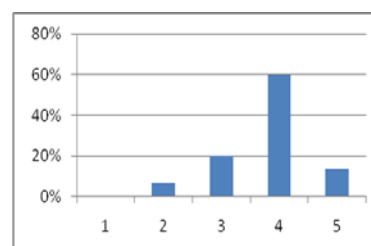
Not in any way	0	0%
Generally not	2	7%
Sometimes yes, sometimes no	6	20%
Mostly yes	14	47%
Yes in all respects	8	27%



30 out of 33 respondents answered the question

Q5. Does the centre succeed in doing the things you think it should do?

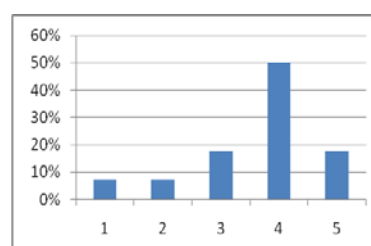
Not in any way	0	0%
Generally not	2	7%
Sometimes yes, sometimes no	6	20%
Mostly yes	18	60%
Yes in all respects	4	13%



30 out of 33 respondents answered the question

Q6. Do you think the centre is well positioned within broader disarmament processes (cluster munitions, Small arms, etc)?

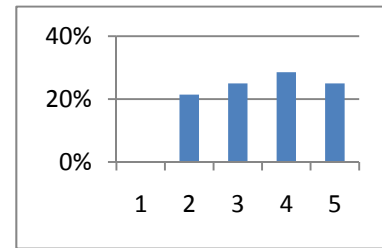
Not at all	2	7%
In a few respects but mostly no	2	7%
In some yes, in some no	5	18%
In most, but not all respects	14	50%
Yes in all respects	5	18%



28 out of 33 respondents answered the question

Q7. Does the centre do things you don't think it should do?

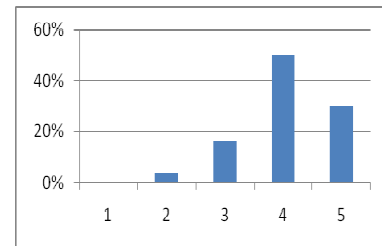
Yes most of the time	0	0%
Nearly always	6	21%
Sometimes yes, sometimes no	7	25%
On rare occasions	8	29%
Never	7	25%



28 out of 33 respondents answered the question

Q8. Do you think the centre's activities meet the needs of its key audiences?

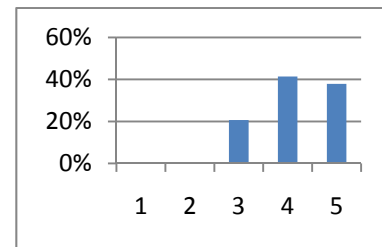
No	0	0%
Rarely	1	3%
Sometimes	5	17%
Usually	15	50%
Yes	9	30%



30 out of 33 respondents answered the question

Q9. Are gender and diversity issues within mine action given enough attention by the centre?

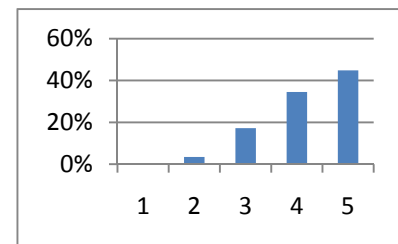
Definitely not	0	0%
Probably not	0	0%
I am not sure	6	21%
Probably yes	12	41%
Definitely yes	11	38%



29 out of 33 respondents answered the question

Q10. Is the centre good at cooperating and coordinating with other actors?

No		0%
Rarely	1	3%
Sometimes	5	17%
Usually	10	34%
Yes	13	45%



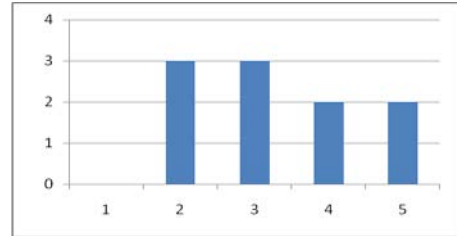
29 out of 33 respondents answered the question

3. Council of Foundation and Advisory Board Questionnaires

9 completed questionnaires were received from members of the Council of Foundation and Advisory Board, 28% of those approached. The charts in this section show numbers of responses received against each score rather than a percentage of total scores received.

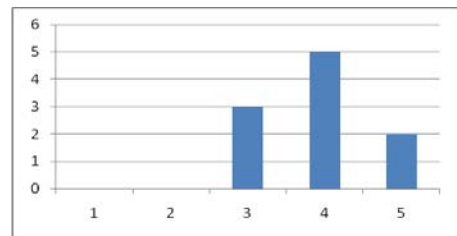
Q1. From your perspective, is the current GICHD strategy appropriate?

- Not in any way 0
- In some respects, but with major shortcomings 3
- On balance, its good enough 3
- Yes, but there are still some areas which should be adjusted 2
- Yes in all respects 2



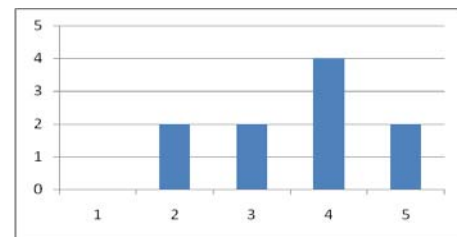
Q2. From your perspective do you see the centre's activities reflecting its stated strategy?

- Not at all 0
- Mostly no 0
- Sometimes yes, sometimes no 3
- Mostly yes, but not always 5
- Yes in all respects 2



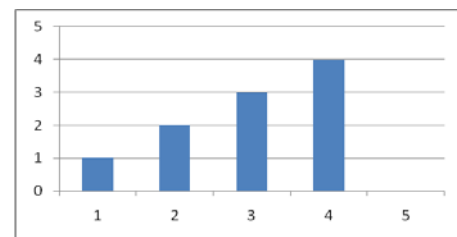
Q3. Do you think that the centre has a clear understanding of its place in the mine action industry?

- Not at all 0
- In some ways, but mostly no 2
- Sometimes yes, sometimes no 2
- In most respects, but not all 4
- Yes in all respects 2



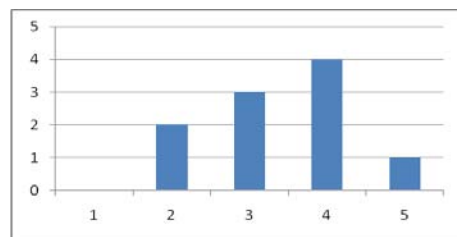
Q4. Do you think the centre is well positioned within broader disarmament processes (cluster munitions, Small arms, etc)?

- Not at all 1
- In a few respects but mostly no 2
- In some yes, in some no 3
- In most, but not all respects 4
- Yes in all respects 0



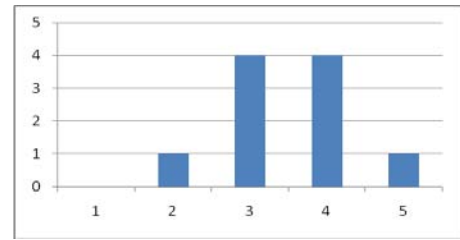
Q5. Does the centre seek to do the things you think it should do?

- Not in any way 2
- Generally not 2
- Sometimes yes, sometimes no 3
- Mostly yes 4
- Yes in all respects 1



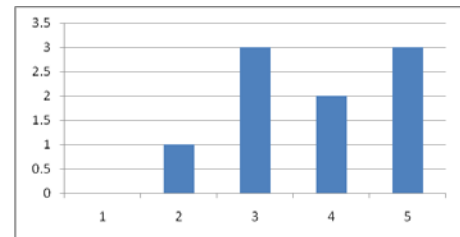
Q6. Does the centre succeed in doing the things you think it should do?

Not in any way	0
Generally not	1
Sometimes yes, sometimes no	4
Mostly yes	4
Yes in all respects	1



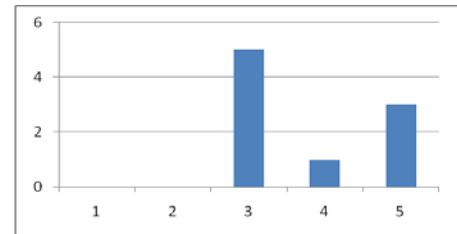
Q7. Does the centre do things you don't think it should do?

Yes most of the time	0
Nearly always	2
Sometimes yes, sometimes no	3
On rare occasions	2
Never	3



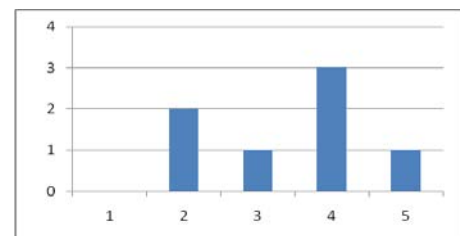
Q8. Is the centre good at listening to ideas and opinions from its council, staff and advisers?

No	0
Rarely	0
Sometimes	5
Usually	1
Yes	3



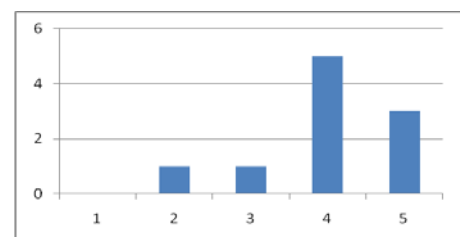
Q9. Is the centre good at listening to ideas and opinions from outside the centre?

No	0
Rarely	2
Sometimes	1
Usually	3
Yes	1



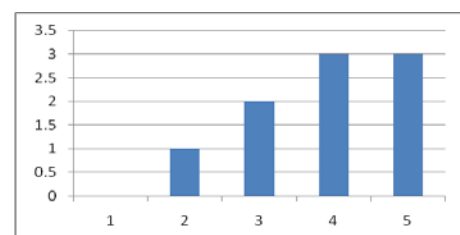
Q10. Are gender and diversity issues within mine action given enough attention by the centre?

Definitely not	0
Probably not	1
I am not sure	1
Probably yes	5
Definitely yes	3



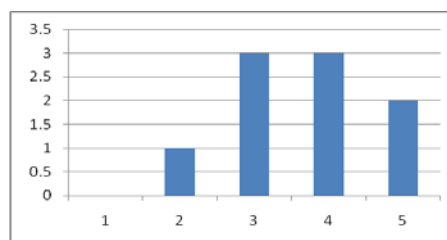
Q11. Is the centre good at cooperating with other actors?

No	0
Rarely	1
Sometimes	2
Usually	3
Yes	3



Q12. Does the centre coordinate with other actors well?

No	0
Rarely	1
Sometimes	3
Usually	3
Yes	2

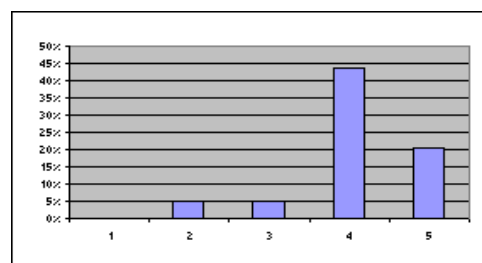


4. Gender and Diversity questionnaire

A questionnaire on gender and diversity issues was distributed to all GICHD staff (50 people) during the training week in January 2010. 39 completed questionnaires were received from 20 women, 17 men and 2 people who did not specify their sex. 10 respondents specified that they were in management positions, 20 in operations and 6 in support/admin, 2 did not answer.

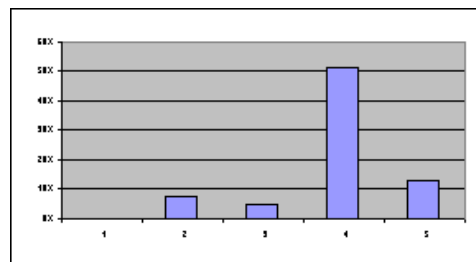
Q1. Gender and diversity considerations are taken into account in the planning process (i.e. elaboration of work plans)

Strongly disagree	0	0%
Disagree	2	5%
Neither agree nor disagree	2	5%
Agree	17	44%
Strongly agree	8	21%
Don't know/does not apply	8	21%
No answer	2	5%



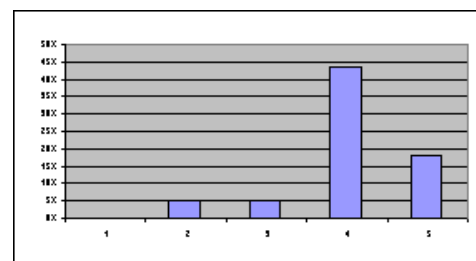
Q2. Objectives, activities and results formulated in a gender and diversity sensitive way

Strongly disagree	0	0%
Disagree	3	8%
Neither agree nor disagree	2	5%
Agree	20	51%
Strongly agree	5	13%
Don't know/does not apply	7	18%
No answer	2	5%



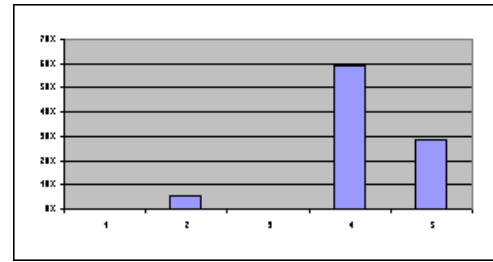
Q3. Gender and diversity considerations are taken into account when targeting the beneficiaries

Strongly disagree	0	0%
Disagree	2	5%
Neither agree nor disagree	2	5%
Agree	17	44%
Strongly agree	7	18%
Don't know/does not apply	10	26%
No answer	1	3%



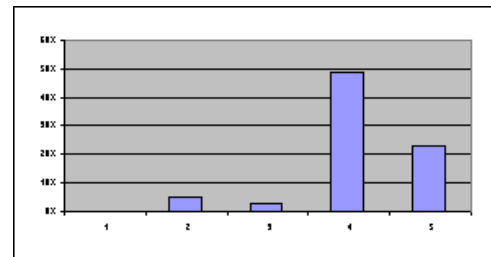
Q4. HR policies are family-friendly (parental leave, flexible time, work from home, etc.)

Strongly disagree	0	0%
Disagree	2	5%
Neither agree nor disagree	0	0%
Agree	23	59%
Strongly agree	11	28%
Don't know/does not apply	2	5%
No answer	1	3%



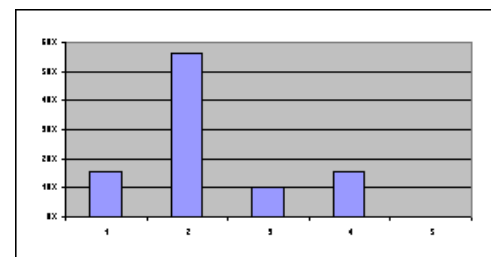
Q5. The recruitment system encourages gender balance and diversity of staff

Strongly disagree	0	0%
Disagree	2	5%
Neither agree nor disagree	1	3%
Agree	19	49%
Strongly agree	9	23%
Don't know/does not apply	6	15%
No answer	2	5%



Q6. The GICHD staff is balanced in terms of gender and diversity at the different levels of responsibility

Strongly disagree	6	15%
Disagree	22	56%
Neither agree nor disagree	4	10%
Agree	6	15%
Strongly agree	0	0%
Don't know/does not apply	0	0%
No answer	1	3%



Annex D Evaluation Schedule

<i>Event</i>	<i>Date</i>	<i>Notes</i>
Initial Discussions	Week 7 th December 2009	Identification of initial questions Comments on TORs Agreement of basic principles for the evaluation Agreement of roles and responsibilities Agreement of next actions
Desk Study	December 2009	Minutes of Council of Foundation 2004 Evaluation Report MDD Programme Evaluation MRE Evaluation Technology and Standards Evaluation Statutes of the GICHD Strategy 2009-2011
Planning Meeting	December 2009	Initial discussions and clarification of questions relating to the practical conduct of the evaluation; agreement of the draft Evaluation Plan
Preparation for Staff Training Week		Production of questionnaire/aid memoir for interviewers Identification of interviewees Interview scheduling Activity scheduling
Staff Training Week	18 – 22 January 2010	Interviews with managers Use of Gender & Diversity questionnaire Collection of data Mid-week review to identify completeness of responses to GICHD Staff questions
Data Collation and Review	22 January 2010	Initial review to identify immediate lessons learned/implications for remaining activities Interim debrief to GICHD senior management
Preparation for 13th International Meeting of National Mine Action Programme Directors and UN Advisors	February/March 2010	Inclusion of interim information from GICHD Staff week Identification of any remaining GICHD Staff questions Production of questionnaire/aid memoir for interviewers Identification of interviewees Interview scheduling Activity scheduling Identification of non-attendees requiring telephone interview Distribution of questionnaires to Council of Foundation and Advisory Board

13th International Meeting of National Mine Action Programme Directors and UN Advisors	15 – 19 March 2010	Interviews with attendees Round two interviews with GICHD Staff (if necessary) Use of questionnaires Collection of data Mid-week review to identify completeness of responses to external stakeholder questions
Data Collation and Review	19 March 2010	Review to identify immediate lessons learned/implications for remaining activities Debrief to GICHD senior management
Preparation of Draft Evaluation Report	April 2010	For consideration by GICHD/key Stakeholders
Discussion of Draft Report	April/May 2010	Opportunity for key stakeholders to provide feedback/specific comments
Preparation of Final Report	May 2010	Response to feedback from key stakeholders
Preparation of Evaluation Presentation	May 2010	PowerPoint presentation summarising key information from Final Report
Council of Foundation	18 June 2010	Presentation
Advisory Board Meeting	22 June 2010	Presentation
Evaluation Close out	June 2010	Confirmation of completion of all evaluation deliverables Final comments/feedback on conduct of the evaluation from the GICHD and evaluators