

External evaluation of the Geneva Centres

Volume 4: Geneva International Centre for Humanitarian
Demining (GICHD)

FINAL REPORT | MAY 2018



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Executive Summary

This evaluation report forms part of the External Evaluation of the Geneva Centres mandated by the Swiss Federal Parliament through the framework credit 2016-2019 that establishes Swiss support for the three Centres (Federal Dispatch 14.091). The evaluation covers three Geneva Centres: the Geneva Centre for the Democratic Control of Armed Forces (DCAF); the Geneva Centre for Security Policy (GCSP), the Geneva International Centre for Humanitarian Demining (GICHD). The evaluation aims to contribute to the next Federal Council Dispatch to the Parliament for 2020-2023 by accounting for the activities of the Centres between mid-2014 and mid-2017 and supporting learning and the corporate development of the Centres.

This volume focuses solely on the findings for the GICHD. For details on the methodology used for the evaluation, the evaluation's findings on the other Centres or the country Vignettes developed for the evaluation, please see Volumes 1, 2, 3, 5 and 6.

Relevance

In terms of relevance, both stakeholders internal to GICHD and GICHD's partners and peers recognise the unique role played by the Centre in mine action. The competence, expertise and commitment of the staff is positively perceived internationally. The Centre's location in Geneva and association with Swiss values of neutrality and independence are a particular strength for the Centre in fulfilling this role. The scope of GICHD's work remains aligned with the Swiss framework credits. However, GICHD's strategy is not in line with the periods covered by the framework credit. It is planned to synchronize the periods for the next GICHD strategy after 2018.

With a Gender and Diversity policy implemented since 2013 and a Gender and Diversity Action Plan developed in 2017, GICHD is particularly strong in terms of the integration of gender and diversity considerations in its activities. However, the institutional separation between GICHD and the Gender and Mine Action Program is not optimal. There has already been internal discussion and investigation into this point, but no decision has been made despite support for the move.

While the location of GICHD in Geneva is a key strength in terms of the Centre's identification with Swiss values of independence and neutrality, the lack of field presence sometimes hinders the Centre's response and staff feel a tension between being thematic experts and advisors on the ground. Proposals to deploy "regional teams" (one policy expert, one technical expert) to be closer to where the clients are and more easily deployable have been raised for consideration. The move to the Maison de la Paix (MdP) has had a mainly positive effect on GICHD's work and its collaboration with the other Centres. The building is in a good location close to other institutions within International Geneva, with easy connections for commuting and good facilities.

Effectiveness

In terms of effectiveness, GICHD governance benefits from close interaction among mine action stakeholders. GICHD's Council of Foundation currently has 25 members from donor and affected countries and is engaged in providing strategic and financial oversight, as well as programmatic support for the Centre. Composed of a wide variety of experts from all national and international horizons, GICHD Advisory Board provides advice to both the Foundation Council and GICHD's management.

Management processes are generally good. Staff at GICHD are proud to work for the Centre and report that the working environment is positive. There is also a clear strategic direction, thanks to the existence of the strategic plans (2012-2014 and 2015-2018) and the integration of a results-based management (RBM) process. The 2015-2018 strategic plan in particular provides a well-defined vision of the strategic orientation of GICHD and how the outputs it produces are expected to lead to the Centre's Strategy outcomes and strategic objectives. Several mechanisms and processes are in place to share information. Nevertheless, trends in the data suggest that internal communications could be stronger.

The integration of Results based management (RBM) processes has been challenging for the Centre and the fruits of recent efforts to simplify the system are yet to be seen. The 2015-2018 strategy establishes an RBM system with a results framework and indicators to support monitoring and reporting. Activities are reported to the Foundation Council in bi-annual meetings and results are reported through annual reports and, under the current strategy, the 2016 Performance Report. GICHD is set to achieve a large majority of its expected outcomes and is making good progress towards meeting the strategic objectives established in the 2015-2018 Strategic Plan.

Partnerships are crucial for GICHD's work to support states in mine action and to develop its strong network of local partners working to support national authorities in affected states. The working model of GICHD is to work in partnership with national authorities in affected states and to provide technical training on specific projects, mainly on a short-term basis, by sending international expert staff to partner countries. Through its Regional Cooperation program, GICHD convenes different stakeholders to share resources and experiences and provides support in French, Arabic, Persian and Russian.

The hosting of the implementation support units remains an asset for the promotion of the

APMBC and the CCM objectives. GICHD provides substantive, administrative and logistical support to both support units (ISU-APMBC and ISU-CCM). The presence of the Secretariat of the IMAS within GICHD also facilitates exchanges about their interpretation, evolution and change oriented process.

Efficiency

In terms of efficiency, GICHD has succeeded in diversifying its financial sources and has surpassed the minimum threshold set by the Swiss Confederation. Swiss core funding for GICHD is a significant strength for the Centre. In addition to this core funding, GICHD has surpassed its target of receiving at least 25% of its total contributions from donors other than Switzerland.

Financial resources are being used in an efficient manner, in line with national and international standards for financial management and control. During the last strategy, significant efforts have been invested in order to improve financial information management. All independent financial audits during the evaluation period have found that GICHD's financial statements comply with Swiss law and the statutes of the Foundation, and that GICHD maintains a system of financial management and control confirming to generally accepted accounting principles. GICHD's efficiency is somewhat undermined by high staff turnover, especially among junior staff and in operations. The evaluation team also found that there was dissatisfaction with the apportioning of responsibilities across the organisation and that is some level of duplication of roles and functions among staff.

Sustainability

In terms of sustainability, while staff emphasised that they experience difficulties in measuring and ensuring the sustainability of the results of their work due to the lack of in-country presence or remote monitoring system, GICHD's focus on establishing national standards, policies and strategies supports the

achievement of lasting change. GICHD's partners, peers and donors recognised GICHD's work to establish national standards, reviews and strategies, including the Swiss Mine Action Strategy 2016-2019, do lead to meaningful and long-term outcomes in the targeted countries. The functional complementarity that prevails between the Centre and the ISUs and the IMAS Secretariat guarantees dialogue continuity and information sharing among primarily interested stakeholders in mine action.

Conclusion

For 20 years, the Geneva International Centre for Humanitarian Demining has played a unique role in mine action. Perceived internationally as a centre of excellence, the GICHD promotes international norms and standards and provides capacity development and advisory services on all aspects of mine action. In only two decades, GICHD has built a solid reputation through a highly-skilled and committed pool of experts. The location of Maison de la Paix in the heart of international Geneva fosters the access to renowned networks related to the field of mine action.

Consequently, the organisation's structure and spirit are imbued with Swiss values of independence and neutrality. The scope of GICHD's work is aligned with the content of the Swiss framework credits and the Swiss Confederation remains the main donor of the centre. However, despite this undeniable "Swissness" of the Centres, GICHD has steadily improved its capacities in diversifying its financial resources. The integration of RBM, policies and principles in the management of GICHD's operations has improved the Centre's efficiency and accountability.

Competition in the field of mine action is both a challenge and a threat for GICHD effectiveness on the ground. Considering the multiplying war areas, GICHD faces an increasingly number of requests from many different national authorities. Its centralized structure and Geneva-based resources are sometimes not enough agile and sufficient to respond effectively to external solicitations. An enhanced presence of GICHD on the ground is often mentioned as a realistic proposal to work closer to national stakeholders and partnering organisations. In addition to strengthening local partnerships, regional offices could also participate in promoting other areas of expertise and identifying new trends in the field.

Recommendations

Recommendation 1: GICHD should ensure that IMAS and RBM positions are fully filled, in order to continue the RBM integration process within the organisation and reinforce the IMAS Secretariat leading role in international standards development.

Recommendation 2: GICHD should materialise an effective and solid integration of GMAP, with the support of donors, stakeholders and Switzerland.

Recommendation 3: To better serve clients and stakeholders, GICHD should consider the creation of decentralised regional teams (technical/policy/standards).

Recommendation 4: GICHD should capitalise on its advanced work on IATG to invite donors and interested stakeholders to support dedicated capacities on Ammunition Management.

Acronyms

AM	Ammunition Management
APMBC	Anti-Personal Mine Ban Convention
ARCP	Arab Regional Cooperation Programme
CCM	Convention on Cluster Munitions
CdP	Comité de Pilotage
DCAF	Geneva Centre for the Democratic Control of Armed Forces
DPPS	Federal Department for Defence, Civil Protection and Sport (Switzerland)
EQ	Evaluation Question
ERW	Explosive Remnants of War
FC	Foundation Council
FDFA	Federal Department of Foreign Affairs (Switzerland)
GCSP	Geneva Centre for Security Policy
GICHD	Geneva International Centre for Humanitarian Demining
GMAP	Gender and Mine Action Programme
IED	Improvised Explosive Devices
IMAS	International Mine Action Standards
IATG	International Ammunition Technical Guidelines
IO	International Organisation
ISSAT	International Security Sector Advisory Team
ISU	Implementation Support Unit
LMAC	Lebanon Mine Action Centre
MdP	Maison de la Paix

M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
MNC	Multinational Companies
MoU	Memorandum of Understanding
NATO	North Atlantic Treaty Organisation
NGO	Non-governmental Organisation
OECD-DAC	Organisation for Economic Cooperation and Development – Development Assistance Committee
OIF	Organisation internationale de la Francophonie
PBSO	United Nations Peacebuilding Support Office
RBM	Results Based Management
SALW	Small Arms and Light Weapons
SAS	Small Arms Survey
SDC	Swiss Agency for Development Cooperation
SDGs	Sustainable Development Goals
SSG	Security Sector Governance
SSR	Security Sector Reform
StG	Steuergruppe
SWOT	Strengths, Weaknesses, Opportunities and Threats
TOR	Terms of Reference
UK	United Kingdom of Great Britain and Northern Ireland
UMG	Universal Management Group
UN	United Nations
UNDP	United Nations Development Programme
USA	United States of America

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1 Introduction

1. This evaluation report forms part of the External Evaluation of the Geneva Centres, mandated by the Swiss Federal Parliament through the framework credit 2016-2019 that establishes Swiss support for the three Centres (Federal Dispatch 14.091, hereafter referred to the 2016-2019 Dispatch). The evaluation covers three Geneva Centres: the Geneva Centre for the Democratic Control of Armed Forces (DCAF); the Geneva Centre for Security Policy (GCSP), the Geneva International Centre for Humanitarian Demining (GICHD). The evaluation aims to contribute to the next Federal Council Dispatch to the Parliament for 2020-2023 by accounting for the activities of the Centres between mid-2014 and mid-2017 and supporting learning and the corporate development of the Centres.
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1.1 Context

3. Mine action entails all activities that can facilitate the reestablishment of a safe environment and the return of land to productive use whereby people affected by conflict can rebuild stable and dignified lives. This is operated through 5 types of actions: Clearance, survey and destruction of landmines and marking of contaminated areas; Risk education, ensuring people identify and understand mines and avoid the risk; Victims assistance, providing medical assistance and rehabilitation services to victims; Advocacy, by advocating for a world free from the threat of landmines; and Stockpile destruction, helping countries destroy their stockpiles. Twenty years after the signing of the Anti-Personal Mine Ban Convention (APMBC), mine action comprises a whole range of activities which, at local, national, regional and international levels address the threats posed by mines, cluster munitions and other Explosive Remnants of War (ERW).
4. GICHD regularly commissions context analyses of the mine action and broader humanitarian-development sectors. Mine action is a field of operations which adapts itself to needs of communities, the new reality of conflicts, funding trends, technological progress. The level of violence has intensified in the last decade with a far higher death toll compared to the past¹. While the number of people injured and killed by landmines has considerably decreased, since 2014, the number has steadily increased and, in 2016, the number of casualties rose partially because of an increased use of Improvised Explosive Devices (IEDs) laid as landmines.²
5. In parallel, over the past decade, the mine action sector has evolved and matured and has fixed new objectives to its constituents. The 2014 Maputo action Plan³ sets out a clear roadmap for completion of the APMBC by 2025 (clearance obligation). Although the international community will

¹ Syria remains the deadliest conflict, followed by Afghanistan and Iraq.

² Assessment of GICHD's Working context, 2018, Sharmala Naidoo, March 2018, p. 7

³ <https://www.maputoreviewconference.org/fileadmin/APMBC-RC3/3RC-Maputo-action-plan-adopted-27Jun2014.pdf>

continue supporting countries with "legacy minefields", the 2025 deadline will be hard to reach as the focus will now turn increasingly on countries with newer contamination problems (like Iraq, Syria, Yemen - all filled with extensive amounts of mines laid as IEDs). The Convention on Cluster Munitions (CCM) has now a completion date set for 2030.⁴ These objectives are translated into advocacy campaigns to urge affected states and donors to increase their efforts. There has also been "increased recognition in recent years of the need for affected states to manage the risks of residual contamination".⁵

6. On the technical side, although there does not exist a complete map registering the current extent of landmines, cluster munitions and ERW around the world, significant efforts have been undertaken in information management as key technological support for national mine action authorities. In the same vein, the "application of land release, and survey methodologies in particular, as a means of improving operational efficiency is a continued and positive trend".⁶ Another positive note remains the impressive number of destruction of global stocks of cluster munitions and anti-personnel mines.⁷ Also, according to the Small Arms Survey, the number of casualties resulting from unplanned explosions is thought to be comparable to those sustained from anti-personnel landmines. The widespread use of IEDs by armed non-state actors is also urging the development of national policies on these issues as well as ammunition management measures to prevent the diversion of materials for making IEDs.⁸

7. More recently, the adoption of the 2030 Agenda⁹ has called for a new approach to planning, delivery, monitoring and reporting for development. In this regard mine action stakeholders are invited to build on and capitalise of their historic experience and achievements to demonstrate¹⁰: how mine action contributes to improve lives and livelihoods; a growing use of data for evidence-based planning and reporting; the establishment of information management systems; activities to be targeted at the most marginalised groups in society; supporting national ownership and capacity development; and the ability to work in a range of operational settings, from humanitarian to long-term development. The increased interconnectedness of the challenges and responses needed to achieve these objectives should lead and enforce mine action organisations, including the GICHD, to better "*align mine action with broader development priorities at planning and implementation levels, define and monitor outcomes in terms of equity, livelihoods and development investments; collect and analyse disaggregated data for planning and reporting of results; and cooperate and coordinate across humanitarian-development sectors and stakeholders*" to ensure that "No One is Left Behind".

⁴ <http://www.stopclustermunitions.org/en-gb/the-treaty/dubrovnik-action-plan.aspx>

⁵ Assessment, op. quoted, p.14

⁶ Ibid, p. 15

⁷ Approximately 1,4 million cluster munitions containing more than 175 million submunitions have been destroyed as of 2017 by CCM States Parties, lb. p.16

⁸ Assessment, p. 16

⁹ Since 2016, the 2030 Agenda support 17 Sustainable Development Goals (SDGs) and 169 targets

¹⁰ Leaving No One Behind: Mine Action and the Sustainable Development Goals, Preliminary findings, @GICHD/UNDP, Geneva, Feb. 2017 https://www.gichd.org/fileadmin/GICHD-resources/rec-documents/UNDP_GICHD_Study-Linking_Mine_Action_and_SDGs-Preliminary_Findings_FINAL_formattedv2_full.pdf

1.2 About GICHD

8. The Geneva Centre for Humanitarian Demining (GICHD or the Centre) is an international organisation dedicated to reducing the impact of mines, cluster munitions and other explosive hazards. It supports national authorities, international and regional organisations and NGOs in their efforts to improve mine action in terms of relevance, performance and sustainability by developing knowledge and research, promoting norms and standards and providing capacity development and advisory services on all aspects of mine action. The Centre also hosts the Implementation Support Units of the Anti-Personnel Mine Ban Convention and the Convention on Cluster Munitions.

9. GICHD was founded in 1998 and is a Swiss Foundation under Swiss law. It has 65 staff members and an annual budget of CHF 15,801,617 (2017). It receives core funding set by the Swiss Parliament and additional funding from bilateral and multilateral donors. The evaluation period covers two framework credits that establish the Swiss contributions. Total Swiss funding between 2012-2015 was CHF 36.2 million, while between 2016-2019, Swiss funding amounts to CHF 38.5 million. Swiss contributions make up 67% of the GICHD's budget (2017).

10. GICHD is governed by a Foundation Council, composed of representatives of members states in each Centre (e.g. ambassadors or permanent representatives at the United Nations), as well as Swiss Officials. The Council has a fiduciary, strategic and programmatic oversight over the Centres operations and is administered by a Bureau. GICHD also has an Advisory Board of 24 members, made up of experts and representatives from peer organisations.

Table 1.1 *GICHD at a glance*¹¹

	GICHD
Year established	1998
Role	Mine Action
# of staff	67 (incl. the ISU-APMBC & the ISU-CCM) equivalent to 61.7 Full Time Equivalent (50,9% women, 49,1% men); over 23 nationalities
# of members in Foundation Council	25
# of members in advisory board	25
Donors (Country, including Switzerland)	10
Donors (Organisations)	15 institutional donors
Annual budget	CHF 15,801,617
Swiss core contribution (core and project funding) as % of total budget (2016)	65%

¹¹ Values are as of 2017 unless otherwise stated.

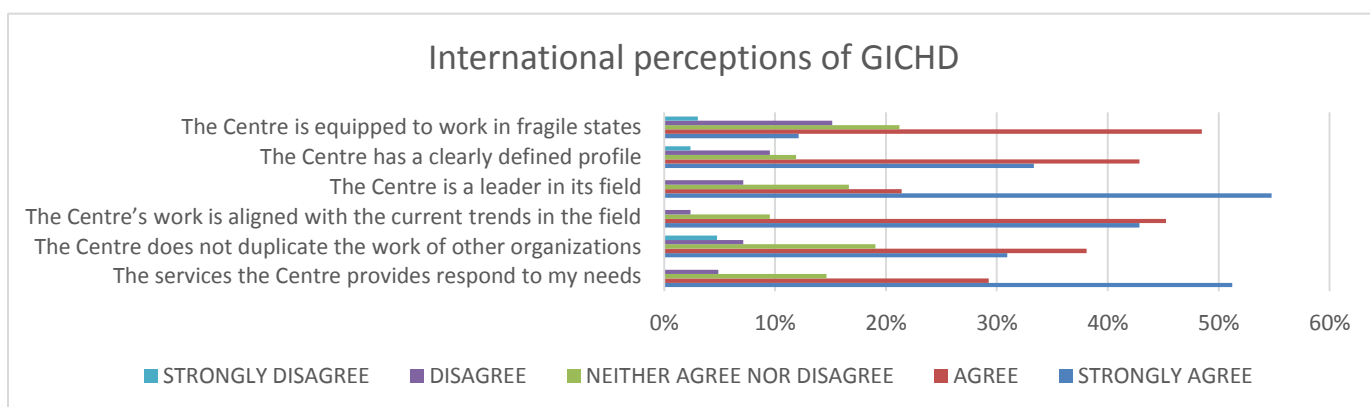
2 Findings

2.1 Relevance

Finding 1: GICHD plays a unique role in mine action and is positively perceived internationally. (EQ1.3)

11. Overall, both stakeholders internal to GICHD and GICHD's partners and peers recognise the important role the Centre plays in mine action. Consultations with partner governments, implementing partners and donors were positive about the continuing relevance of GICHD. A majority of stakeholders who participated in the evaluation's online survey did not believe that there were any gaps in the scope of GICHD's work. Partners and peers emphasised the pivotal work on GICHD in shaping the mine action agenda and said that it fulfilled a unique role. The competence, expertise and commitment of the staff is also a running theme heard by the evaluation team throughout this evaluation. However, some partners were concerned that GICHD's role in new areas of reduction of risks from other explosive ordnance, such as ammunition was still uncertain, or loosely defined. GICHD staff believe that they provide a safe space to facilitate innovation on mine action and that they are positioned as a leading organisation that speaks up for mine action and keeps the issue on the agenda. The Centre's location in Geneva and association with Swiss values of neutrality and independence are a particular strength for the Centre in fulfilling this role.

Figure 2.1 *Perceptions of GICHD's relevance collected via online survey with GICHD's partners, peers and donors*



Finding 2: The scope of GICHD's work remains aligned with the Swiss framework credits. However, GICHD's strategy is not in line with the periods covered by the framework credit. (EQ1.1, 1.2 and 1.7)

12. The evaluation period covers two GICHD strategies: 2012-2014 and 2015-2018. As such, the Centres' strategy is not in line with the Swiss legislative period (2012-2015 and 2016-2019). This is not an optimal arrangement for planning and reporting as a large majority of the Centre's funding relies on

the decisions made at the beginning and end of each legislative period. The evaluation heard from members of the Foundation Council and the Bureau that there are plans in place to synchronise the periods for the next GICHD strategy after 2018.

13. Both strategies demonstrate how GICHD analyses trends and developments in the field of mine action and the broader humanitarian-development field. Each strategy begins with a consideration of the operating context, key trends in mine action and the implications for GICHD's work. The strategies focus on responding to continuing needs, while also contributing to thinking on new trends, such as Geographic Information Systems and Unmanned Aerial Vehicles. According to Foundation Council minutes, the strategies were developed through "intensive consultations, including with the [Foundation] Council and the Advisory Board"¹²; the latter's role is to advise GICHD management on trends and new areas of work in the field of mine action.¹³

14. The goals of both strategies are clearly aligned with the needs expressed by the Swiss Confederation in its two dispatches to Parliament, the framework agreements and the Swiss mine action strategy for 2016-2019. For example, the 2015-2018 GICHD strategy developed three core objectives, which are mirrored in the Framework Credit for the three Centres, as shown in Table 2.1.

Table 2.1 *Example of alignment between GICHD strategy objectives and Swiss Framework Credit for 2016-2019*

SWISS FRAMEWORK CREDIT (2016-2019) OBJECTIVES FOR GICHD	GICHD STRATEGY (2015-2018)
Support the implementation of international conventions and humanitarian demining	1. Convention obligations are fulfilled and/or completion targets reached.
Support national authorities in dealing with residual contamination	2. Residual contamination is effectively managed through sustainable national processes.
Promote links with human security agenda	3. Mine action is fully integrated into broader efforts to achieve human security.
It will achieve these priorities by: improving methods and techniques in mine action, e.g. information management; reinforcing national capacities; supporting international humanitarian law and international norms; convening a network of cooperation between countries – in different languages; diversifying its financing.	The strategy outlines that GICHD's main services are advisory, training, research, communications and linguistic outreach, providing support and hosting services of Implementation Support Units to support international norms and standards; and the Gender and Mine Action Programme. Also states that the Centre aims to broaden and diversify its donor base.

Finding 3: GICHD is particularly strong in terms of the integration of gender and diversity considerations, although the institutional separation between GICHD and the Gender and Mine Action Programme is not optimal. (EQ1.5)

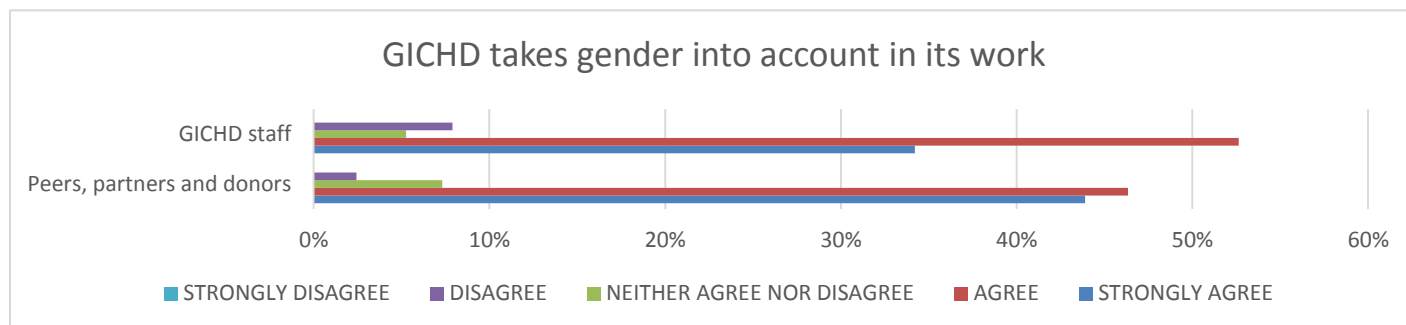
15. The evaluation finds that GICHD has a strong track record of integrating gender and diversity considerations into its activities. GICHD has had a Gender and Diversity policy since 2013, committing the Centre to taking gender and diversity considerations into account in its operations and within the

¹² 34th meeting of the Council of Foundation 8 December 2018

¹³ Terms of Reference for the Advisory Board

organisation itself. The Centre reported on Gender and Diversity in 2016, which found that GICHD had exceeded its goals in gender-mixed workshops and trainings, and that 72% of staff agreed or strongly agreed that they have relevant gender competencies. GICHD also developed a Gender and Diversity Action Plan in 2017 to put the policy into practice, setting priorities and financial and human resources for gender integration. Staff were particularly positive about this issue, with 53% agreeing and 34% strongly agreeing with our survey statement “The Centre takes gender considerations into account”.

Figure 2.2 *Staff and stakeholder satisfaction with the integration of gender considerations in*



GICHD's work

16. However, a recurring theme in consultations with stakeholders was the position of the Gender and Mine Action Programme (GMAP) into GICHD. The GMAP is currently a separate entity with its own governance, housed in GICHD. Consultations with stakeholders underlined that GMAP would be more sustainable if it were integrated into GICHD but that this would require an internal budget line that would take resources from other projects. There has already been internal discussion and investigation into this point, but no decision has been made despite support for the move. Integration of the GMAP within GICHD would provide more coherence of the leading role that GICHD could take on Gender and mine action policies and programming. After years of questioning and debates, there does not seem to be a strong opposition to pursue a merging initiative that everyone sees as coherent in terms of governance and programmatic action. Such an initiative would possibly support a better mainstreaming of Gender policies into all GICHD programmes and initiatives and a better oversight on the monitoring and evaluation of gender balance within GICHD's programme evaluation.

Finding 4: While the location of GICHD in Geneva is a key strength in terms of the Centre's identification with Swiss values of independence and neutrality, the lack of field presence sometimes hinders the Centre's response. (EQ1.1, 1.7)

17. Located in Geneva, GICHD can sometimes be removed from developments in mine action in the field and staff feel a tension between being thematic experts and advisors on the ground. Being located in Geneva presents enormous advantages and value added although it sometimes leads to some degree of remoteness from the field, also leading to possible tensions between experts and implementers. Different programme staff within GICHD do not often understand the complete rationale of the "Swiss centred approach" and would effectively support the possibility to decentralise some of GICHD functions in a more effective manner. Proposals to deploy "regional teams" (one policy expert, one technical expert) to be closer to where the clients are and more easily deployable have been raised for consideration. The lack of field presence makes some staff feel that they can be one step behind the advancements on the field, and lack of practical emerging experience and practice. Nevertheless, the Centre does have a regular presence in the field through the "in and out" approach and the on-going

exchanges with field practitioners do provide opportunities to identify developments in mine action in the field. The Ukraine vignette is available in Volume 5 and further illustrates this finding.

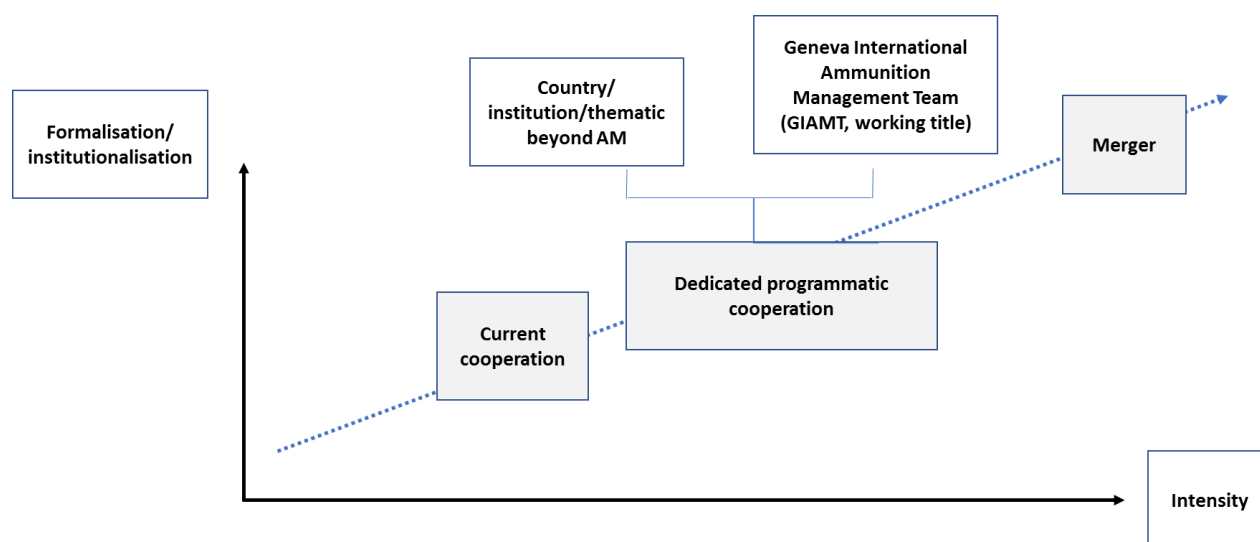
Finding 5: The move to the Maison de la Paix (MdP) has had a mainly positive effect on GICHD's work and its collaboration with the other Centres (EQ1.4)

18. Staff are mainly positive about the relocation of GICHD's offices to the MdP. The building is in a good location close to other institutions within International Geneva, with easy connections for commuting and good facilities. Nevertheless, in the MdP GICHD staff are split over three floors, making internal communications and interaction between colleagues difficult (see findings on Effectiveness, below for more details on internal communication). It is also noted that the design of the building did not take gender and diversity considerations into account, such as disability access, prayer spaces and breastfeeding spaces.

19. The proximity between the three Centres in virtue of being in the MdP has increased the collaboration between GICHD and the other Centres. The organisation of common events, such as *Bâtisseurs de Paix*, as well as joint trainings, and working hubs help to support the exchange of best practices and knowledge management. A full discussion of the synergies between the Centres is detailed in Volume 1.

20. With another partner of the MdP, the GICHD has also developed an interesting and progressive model of cooperation with an organisation that shares some similar interests, the Small Arms Survey:

Figure 2.3 Options of cooperation between GICHD and SAS¹⁴



21. The proposed approach is related to the prevailing developments between the GICHD and the Small Arms Survey on *Ammunition Management*. It highlights the willingness and the interest of both organisation to join forces and develop synergetic initiatives aiming at a dedicated programmatic cooperation. A Memorandum of Understanding (MoU) between SAS and the GICHD details their respective capacities in the emerging theme of *Ammunition Management* and how they should be proceeding further with their respective tools, access, networks and project teams. The

¹⁴ *Options for future cooperation between the GICHD and the Small Arms Survey*, p.4 in *Évaluation du Partenariat Stratégique de la Suisse avec le Small Arms Survey*, DSH/DFAE, 2017

institutionalisation of a similar model can be a thoughtful model on how prospective joint initiatives could be developed between any Centre and any other interested entity in the symbiotic environment of the MdP. It should exclude a priori any further theoretical dream of seeing Centres enter into a merger for reasons that would be out their vested interest.

2.2 Effectiveness

Finding 6: GICHD Governance benefits from close interaction among Mine action stakeholders (EQ2.3, 2.4)

22. GICHD's Council of Foundation currently has 25 members from donor and affected countries. Meeting minutes demonstrate that the Foundation Council is engaged in providing strategic and financial oversight, as well as programmatic support for the Centre. The Foundation Council benefits from integrating both donors and hosts and recipient countries of mine action programmes, thus creating a constructive dialogue about the way policies, processes and programmes are to be implemented. However, the Foundation Council delegates most of its work to a Bureau which is seen as effective and is currently developing a new strategy for the Foundation Council to consider. As stated by a high representative of the Council, the perceived strength of the GICHD in the eyes of the Foundation Council is to rely on a strong mandate - it contributes to a clearly defined objective with a strong political legitimacy. Also states-parties are not interfering in any political debate but better focus on capacity building, standards support and development as well as information management. The fact that donor and mine-affected states are on the Advisory Board, as well as within the Foundation Council, facilitates an inclusive dialogue and focus on field needs: "The demining community is strong and works well together - states-parties and civil society organisations are at the table - this provides strong monitoring and accountability in the Community".

23. GICHD Advisory Board provides advice to both the Foundation Council and GICHD's management. Composed of a wide variety of experts from all national and international horizons¹⁵, they are all closely linked to the mine action sector, and broader humanitarian-development sectors, and ensure an adequate and effective representation of members from mine action programmes, international and non-governmental organisations, as well as commercial companies. The Advisory Board meets at least once a year, on the margins of important mine action meetings: "*The diversity and origins of its members play a key role in informing and sensitising the GICHD of most relevant topics of the day, evolving trends in the field of mine action and humanitarian disarmament, and best practices*".¹⁶ In addition, they play an informed and constructive function in reviewing GICHD's strategy and new project ideas, while also providing feedback on GICHD's work from the field and the mine action community.

Finding 7: Management processes are generally good, but internal communications could be improved. (EQ2.1)

24. Staff at GICHD are proud to work for the Centre and report that the working environment is positive. They believe that the current organisational structure, in tandem with the availability of core

¹⁵ Complete list of the GICHD Advisory Board can be consulted at https://www.gichd.org/who-we-are/governance/#.WrPneJrA_IU

¹⁶ GICHD Official

Swiss funding, means that they are flexible and able to respond quickly to emerging needs in the field, take advantage of opportunities and support unplanned activities. There is also a clear strategic direction, thanks to the existence of the strategic plans (2012-2014 and 2015-2018) and the integration of a results-based management (RBM) process (see finding 8 below). The 2015-2018 strategic plan in particular provides a well-defined vision of the strategic orientation of GICHD and how the outputs it produces are expected to lead to the Centre's Strategy outcomes and strategic objectives.

25. Several mechanisms and processes are in place to share information including Biannual review process of implementation at the country level; Joint planning activities across divisions for the following year; Regular staff meetings; Minutes of the management board; Informal breakfast meetings with staff; Internal weekly newsletter called 'Circle News' captures all activities being undertaken by the GICHD. Nevertheless, trends in the data suggest that internal communications could be stronger. A staff minority reported through the survey, SWOT and in interviews that they had difficulty understanding what other teams are doing (even when they were working in the same country) and that there were insufficient processes in place to share information across the organisation. Staff noted that the move to the Maison de la Paix has separated them out over three floors, creating divisions and some tensions between operational and administrative/support staff. Coordination between operational units was also identified as a weakness. Staff also reported that the management's decision-making processes were not always clear or transparent.

26. Capacity was also identified as an area where the Centre had issues, with the data suggesting that there is not enough delegation of authority away from management levels. Management reported feeling that they were spread too thinly, while operational staff perceived that the delegation of responsibilities and authority in the organisation was not optimal and that decision-making took a long time because decisions had to go through too many layers of management. More than one third of staff responding to the online survey disagreed (31%) or strongly disagreed (8%) that authority was delegated appropriately and one third (33%) was neutral on this point. Staff identified that they lacked project management skills and felt overburdened by administrative and financial tasks (see also finding 8 on RBM process).

Finding 8: The integration of Results based management (RBM) processes has been challenging for the Centre and the fruits of recent efforts to simplify the system are yet to be seen. (EQ2.2)

27. The 2015-2018 strategy establishes an RBM system with a results framework and indicators to support monitoring and reporting. This is an improvement on the 2012-2014 strategy, which did not give details of a system for monitoring the achievement of the strategic objectives. Other than annual reports, monitoring information for the 2012-2014 Strategy were not seen by the evaluation team. Activities are reported to the Foundation Council in bi-annual meetings and results are reported through annual reports and, under the current strategy, the 2016 Performance Report. The Performance Report is an internal document that reports on progress towards strategic objectives (Progress Review) and performance in selected countries (Country Review), against the results framework's baseline and target indicators, as well as providing a narrative about the obstacles that arose and adaptations to be made. This reporting system is supported by a Peer Review Process, which monitors outcome level results in country and collects lessons learned.

28. The integration of this RBM system has been challenging for GICHD. Operational staff were less positive about the process as a whole, stating that it took a lot of time, was a distraction from their main focus on projects and that they did not feel settled in the new system yet. In 2015, the Centre underwent a stocktaking exercise, which found the system to be too complex and imposing a heavy

technical and administrative workload on staff who did not understand the relevance of the activity. The stocktaking led to changes in the RBM process design in January 2016 aimed at simplifying the monitoring system. This led to the creation of a Steering Committee for RBM and the development of a four month change process, which was advertised to staff in an internal memo (“What’s happening with RBM at GICHD Now?”). The process was conducted between January and May 2016 and developed a new 6 pillar RBM process, as well as new templates and guides for designing projects, Theories of Change, project-level monitoring systems, mid-term reviews, annual reviews and explanations on how the process fits into the annual cycle of the Centre. The GICHD therefore decided to concentrate its monitoring and evaluation efforts on measuring its contribution to change as defined throughout its nine Strategy Outcomes. In 2015 and 2016, the GICHD singled out seven so-called “Spearhead Projects”¹⁷ - those whose immediate outcomes contributed most directly to the Strategy Outcomes - and used them in a more focused means of measuring change, and therefore its progress towards those outcomes. Each Spearhead Project comes with its own monitoring and evaluation framework that provides a structure template for measuring progress against a set of immediate outcome targets.

29. The performance of this new system is beyond the scope of this evaluation. Management staff were positive about the new architecture and instruments that they had developed and felt that their staff were ‘learning by doing’ RBM.

Finding 9: GICHD is set to achieve a large majority of its expected outcomes. (EQ2.5, 2.7)

30. GICHD is making good progress towards meeting the strategic objectives established in the 2015-2018 Strategic Plan. Table 2.2 provides details.

Table 2.2 Degree of achievement of strategic objectives based on 2016 Performance Report

STRATEGIC OBJECTIVE	STRATEGY OUTCOME	PROGRESS
1. Convention obligations are fulfilled and/or completion targets reached 100% on track	1.1 National mine action strategies that are focused on measurable and sustainable results and that mainstream gender and diversity are developed, improved, implemented and monitored	On track The target was to “Increase NMAS assessment score on baseline score by two points in three countries” Results saw Afghanistan increase its score by 46 points and Sri Lanka increase its score by 39 points
	1.2 Greater clarity is achieved on the extent and impact of explosive hazards and their operational implications through improved information management	On track Baselines have been carried out
	1.3 Improved standards, methods and tools in mine action are applied, in particular in operational planning and land release	On track – same targets as Strategy Outcome 1.1

¹⁷ GICHD Outlook Report 2018, p. 2

STRATEGIC OBJECTIVE	STRATEGY OUTCOME	PROGRESS
2. Residual contamination is effectively managed through sustainable national processes 67% on track	2.1 Mine action structures successfully transition to sustainable national entities with capacity to address residual contamination	On track 1 national Mine Action Strategy incorporating residual contamination was approved in Sri Lanka 3 draft strategies are pending approval in Bosnia and Herzegovina, Cambodia and Zimbabwe 1 further assessment conducted in 2 European Countries
	2.2 Countries evaluate the overall risk from residual contamination based on evidence	Off track/delayed - baseline assessment undertaken in Sri Lanka – delayed implementation of Outcome activities due to time constraints and ongoing discussions regarding the definition of residual contamination and its implications for information management (p.32)
	2.3 National policies, procedures and practices are in place to respond adequately to the risks from residual contamination	On track Target not met (definition of residual contamination was endorsed by IMAS Review Board but not yet embedded into IMAS policy) but still on track because it is assumed that once the definition is agreed on, national authorities will embed it into their national policies/NMAS
3. Mine action is fully integrated into broader efforts to achieve human security 67% on track	3.1 Mine Action is perceived, planned and implemented such that it contributes to Human Security	On track Same as Strategic Objective 1
	3.2 Mine action standards, methods and tools are used to benefit human security	GICHD monitoring data not available. Similar to Strategic Objective 1
	3.3 Cooperation between mine action and other human security actors strengthened through platforms such as the Maison de la Paix	On track Collaboration with 19 human security actors, including DCAF and the Stockholm International Peace Research Institute

31. Monitoring information for the period before the 2015-2018 strategic plan was not available.

32. There are a number of external factors that both support and limit the effectiveness of the Centre in achieving its strategic objectives. These included:

- The political, social and economic circumstances and stability in the countries in which GICHD is working
- Responsiveness of national authorities in the countries in which GICHD is working and their openness to being influenced
- The variable degrees of ownership and engagement from national authorities

- The nature of partnerships with other organisations, e.g. Strong partnerships with clear goals vs shifting partner priorities
- Demand for GICHD services
- The difficulties in measuring some types of results, such as behavioural change.

Finding 10: Partnerships are crucial for GICHD's working model and the Centre has a strong network of local partners working to support national authorities in affected states. (EQ2.7.2)

33. Partnerships are crucial for GICHD's work to support states in mine action. The working model of GICHD is to work in partnership with national authorities in affected states and to increase the level and quality of cooperation on mine action.

34. The Centre provides technical training on specific projects, mainly on a short-term basis, by sending international expert staff to partner countries. Partnerships are used to implement decentralised projects and to enhance GICHD's relevance on the ground. During SWOT workshops, GICHD staff emphasised that they had strong networks and good outreach, with access to key actors in the mine action sector and a footprint in over 60 countries, without being present in the field. Through its Regional Cooperation Programme, GICHD convenes different stakeholders to share resources and experiences and provides support in French, Arabic, Persian and Russian.

35. In Lebanon for example, GICHD has built a strong partnership with the Lebanon Mine Action Centre (LMAC), a part of the Lebanese Ministry of National Defence established in 1998. GICHD signed a Memorandum of Understanding (MoU) with the LMAC in 2015 to facilitate cooperation on the management and coordination of the Arabic Language Outreach Programme for Mine Action, now called the Arab Regional Cooperation Programme (ARCP). The MoU will be renewed in 2018. LMAC interviewees highlighted GICHD financial and training support and mentioned several examples of this fruitful collaboration in regard to technical training, capacity building and IMAS compliance.

36. External stakeholders interviewed agree that GICHD is a centre of excellence and maintains a unique group of experts. The high quality of GICHD's staff is a consistent theme throughout this evaluation. The Centre's peers, partners and donors praised the competence and technical expertise and experience of the staff in consultations. The Centre has an international reputation for delivering high quality projects and services and staff recognise themselves as one of the Centre's important strengths.

Finding 11: The hosting of the implementation support units remains an asset for the promotion of the APMBC and the CCM objectives. (EQ2.7.3)

37. GICHD hosts and provides substantive, administrative and logistical support to the Implementation Support Units for the Anti-Personnel Mine Ban Convention (ISU-APMBC) and that of the Convention on Cluster Munitions (ISU-CCM). The GICHD does not include the costs relating to the activities of the ISU-APMBC as they are covered by the Trust Fund ISU-APMBC. However, the GICHD provides logistical and administrative support as well as general support such as infrastructure, logistics and administration services. Similarly, the GICHD budget does not include the costs related to the ISU-CCM activities as there are covered by the Trust Fund ISU-CCM. However, as host of the ISU-CCM, the GICHD provides logistical support for the operations of the ISU-CCM. In accordance with the spirit of the

Hosting Agreement between the States Parties to the CCM and the GICHD¹⁸, the nature of these organisations' responsibilities lends itself to further cooperation with GICHD. For instance, the ISU-APMBC and GICHD have partnered to support states parties in the development of their mine action strategic plans, while ISU-CCM has collaborated with GICHD to release the *Guide to Cluster Munitions*, which features updated information on the Convention's key obligations such as stockpile destruction and cluster munitions clearance, an aid to support states parties or states considering accession to the CCM.

38. The fact that the ISU-APMBC and the ISU-CCM are both present within the premises of the GICHD leads to obvious cooperative links and synergies amongst the three institutions. GICHD thematic areas interact evidently with the work being undertaken by both ISU. GICHD provides a pool of experts that both ISUs can consult. At the field level, GICHD supports the implementation of the APMBC and CCM with national mine action authorities. They also support State parties when extensions to the implementation of their conventional obligations (Article 5 of the APMBC) are required and when a technical assessment is required to support planning and decision making for the promotion and the adaptation of national mine action strategies. The presence of the Secretariat of the IMAS within GICHD also facilitates exchanges about their interpretation, evolution and change oriented process.

2.3 Efficiency

39. Efficiency is the extent to which a programme has converted its resources (funds, expertise, time) economically to achieve the maximum possible outputs and outcomes with the minimum possible inputs.¹⁹ It is not possible to put a monetary value on the outputs and outcomes achieved by GICHD as its activities to build capacity and disseminate knowledge are not readily quantifiable in monetary terms. Therefore, this section focuses on assessing aspects of the GICHD's cost-effectiveness, treating the outcomes as given and asking whether these could have been produced at lower cost.

Finding 12: GICHD has succeeded in diversifying its financial sources and has surpassed the minimum threshold set by the Swiss Confederation. (EQ3.1)

40. Swiss core funding for GICHD is a significant strength for the Centre. Secure funding from the Swiss Confederation supports medium to long term planning of the Centres activities and provides a comfortable cushion for responding to emerging needs with the required agility, developing into new areas and trying new things. In addition to the Swiss core funding, GICHD has met and surpassed its target of receiving at least 25% of its total contributions from donors other than Switzerland. The share has risen from 25% to 39% over the evaluation period (but reports are not yet ready for 2017). Table 2.3 provides details on the percentage of contributions from other sources over the evaluation period and the diversity of new donors that are engaged in supporting the Centre.

¹⁸ CCM/MSP/2014/INF/1, 31 July 2014

¹⁹ OECD/DAC. 2010. *Glossary of key terms in evaluation and Results Based Management*. Paris: Development Assistance Committee.

Table 2.3 Share of funds to GICHD by other donors (all numbers taken from annual Financial Reports to the Council of Foundation)

YEAR	TOTAL INCOME CHF	OF WHICH SWISS CORE CHF	% CONTRIBUTIONS FROM OTHER SOURCES	OTHER SOURCES
2014	11,960,771	8,938,781	25%	Australia, Denmark, Finland, Germany, Italy, Japan, Republic of Korea, Sweden, UAE, UK, USA, UNDP, UNMAS, UNOPS, DCAF, GCSP, OAS, South Oil Company, MAG, SAS, other income
2015	12,436,903	8,699,998	37%	Australia, Denmark, Finland, Germany, Italy, Sweden, UK, USA, OCHA, Arab Fund for Economic and Social Development, DCAF, GCSP, Humanitarian Demining Training Centre, SAS, In-Kind contributions
2016	14,151,357	8,920,739	39%	Australia, Germany, Italy, Japan, Mexico, Sweden, The Netherlands, UK, USA, Arab Fund for Economic and Social Development, City of Geneva, Esri, Foundation World Without Mines, Germany - OSCE, DCAF, GCSP, Helvetia Insurance, James Madison University, SAS, Spinator AB, IHEID, NATO, UNDP, UNMAS, OCHA
2017	Not yet available			

Finding 13: Financial resources are being used in an efficient manner, in line with national and international standards for financial management and control. (EQ3.2)

41. Overall, GICHD has efficiently allocated contributions across the evaluation period, with between 84% and 92% of budgeted funds being spent each year. 75% of staff responding to the online survey agreed that financial resources were being used in an efficient manner, in that they believed that the outcomes they achieved could not have been met with less financial resources and that the outputs of the projects they work on have been achieved on time. During the last strategy, significant efforts have been invested in order to improve financial information management. A new financial platform systematises the presentation of all recorded financial information and analysis to support project managers in the financial management of their programmes, as well as donor relations and communications. Each division is currently supported with a programme officer in charge of dealing with and improving financial data management and analysis. Donor coordinators throughout all divisions must carry on the management of multi-agreements with different reporting conditions, therefore the need to support financial information management with most updated information.

42. All independent financial audits during the evaluation period have found that GICHD's financial statements comply with Swiss law and the statutes of the Foundation, and that GICHD maintains a system of financial management and control confirming to generally accepted accounting principles. They also confirm that "The management board assesses the operative and strategic risks of the Foundation once a year (...) and the Bureau of the Council of Foundation is informed by the management on a periodic basis of any significant risks or issues facing the Foundation". The

"Swissness" of the Treasury function is sometimes questioned, because the position is more of diplomatic nature than one of financial capacity.

43. In addition to the verification and recommendations of the auditors, the GICHD also receives firm recommendations from external donors, some undertaking specific audits in order to invite the Centre to rationalise some of its functions. As an illustration, Sweden issued recommendations regarding the management of external consultants and the reinforcement of communication functions. Proposals heading to the creation of a roster of consultants and the development of a contracting²⁰ regime to ensure sustainability with a pool of highly specialised but limited resources.

Finding 14: GICHD's efficiency is somewhat undermined by high staff turnover and by ambiguous delegation of responsibilities. (EQ3.3).

44. Overall, the data highlights a significant turnover within the Centre, especially among junior staff and in operations. This trend could be explained by some discrepancies between planned budgets and actual spending in the financial reports. Internships and Junior Professional Officer Programmes are, by definition, short-terms contracts. GICHD management does not mobilise the necessary resources to attract and retain top talent. A consequence of high staff turn-over is the loss of institutional memory and working relationships, which has a negative effect on the efficiency of the organisation. This is supported by notes in the financial reports attributing discrepancies between planned and actual spending to changes in staff or unfilled positions.

45. Concerning the ratio of core to external staff, data on "Consultant Costs vs payroll" in the Financial Reports, suggests that the ratio is around 1:3 with CHF 19 million spent on staff payroll vs CHF 7 million on consultants between mid-2014 and mid-2017.

46. Staff survey and SWOT also found that there was dissatisfaction with the apportioning of responsibilities across the organisation. After the period covered by the evaluation, GICHD revisited its organigram in order to concentrate strategic decisions in the hands of a core strategic management team, thus giving more leeway to the operational departments for the management of the daily operations. However, staff survey feedback notes that there has been some clashing level of authority between project managers, programme officers and donor coordinators. 26% of survey respondents agreed that there is some level of duplication of roles and functions among staff.

2.4 Sustainability

Finding 15: GICHD's focus on establishing national standards, policies and strategies supports the achievement of lasting change. (EQ4.1)

47. While staff emphasised that they experience difficulties in measuring and ensuring the sustainability of the results of their work due to the lack of in-country presence or remote monitoring system, the nature of GICHD's work favours lasting change. GICHD's partners, peers and donors recognised GICHD's work to establish national standards, reviews and strategies, including the Swiss Mine Action Strategy 2016-2019, do lead to meaningful and long-term outcomes in the targeted countries. Stakeholders also noted that they had applied and shared the knowledge they had gained

²⁰ Within GICHD, specialised consultants represent some 18/19% of the Centres expenses.

through the trainings and events led by GICHD. They also recognise GICHD's "readiness and capacity to look into contemporary challenges in domains adjacent to mine action (...), their technical expertise and institutional knowledge, providing a long-term perspective on changes in mine action as a base for a strategic outlook".

48. The sustainability of these efforts is supported by the technical expertise of the GICHD staff, good cooperation and networks in the mine action community, a practice of open consultation and information sharing with stakeholders and the flexibility to respond to developing needs, thanks to the availability of core resources provided by the Swiss contributions. The functional complementarity that prevails between the Centre and the ISUs and the IMAS Secretariat guarantees dialogue continuity and information sharing among primarily interested stakeholders in mine action.

49. Also, the central role that GICHD plays by hosting the Secretariat of the International Mine Action Standards (IMAS) continues to position the GICHD at the heart of policy debates and interaction among all international stakeholders playing a role in the development of international standards. GICHD has had some difficulties in fully undertaking this role for pure Human Resources constraints and work intensity. The "50% position" who supported negotiation and revision processes along the international standards of mine action proved to be insufficient to carry out such an increasing task. Mine action remains an open field of standardisation: "Recent discussion within the mine action sector has focused on how IEDs are defined in relation to relevant treaties, IED Disposal competency levels and whether the IMAS need to be revised and updated to effectively cover all aspects of IEDD"²¹.

²¹ Assessment, op. quoted, p. 16

3 Conclusions

50. For 20 years, the Geneva International Centre for Humanitarian Demining has played a unique role in mine action. Perceived internationally as a centre of excellence, the GICHD promotes international norms and standards and provides capacity development and advisory services on all aspects of mine action. In only two decades, GICHD has built a solid reputation through a highly-skilled and committed pool of experts. The location of Maison de la Paix in the heart of international Geneva fosters the access to renowned networks related to the field of mine action.

51. Consequently, the organisation's structure and spirit are imbued with Swiss values of independence and neutrality. The scope of GICHD's work is aligned with the content of the Swiss framework credits and the Swiss Confederation remains the main donor of the centre. However, despite this undeniable "Swissness" of the Centres, GICHD has steadily improved its capacities in diversifying its financial resources. The integration of RBM, policies and principles in the management of GICHD's operations has improved the Centre's efficiency and accountability.

52. Competition in the field of mine action is both a challenge and a threat for GICHD effectiveness on the ground. Considering the multiplying war areas, GICHD faces an increasingly number of requests from many different national authorities. Its centralised structure and Geneva-based resources are sometimes not enough agile and sufficient to respond effectively to external solicitations.

53. An enhanced presence of GICHD on the ground is often mentioned as a realistic proposal to work closer to national stakeholders and partnering organisations. In addition to strengthening local partnerships, regional offices could also participate in promoting other areas of expertise and identifying new trends in the field.

4 Recommendations to GICHD

Recommendation 1: GICHD should ensure that IMAS and RBM positions are fully filled, in order to continue the RBM integration process within the organisation and reinforce the IMAS Secretariat leading role in international standards development.

Priority: Short-term

Findings: 8, 15

54. There have clearly been insufficiencies - or underestimation - in the level of effort that is required at both levels of the management of the IMAS Secretariat as well as with the RBM position. Development, revision or updating of new Standards, as well as complete and progressive integration of RBM policy and programme principles within GICHD require an ongoing expertise that can hardly be opposed or shared with other important responsibilities. Therefore, there is a need to ensure that continuous investment is maintained and pursued in these two crucial fields of expertise to the GICHD.

Recommendation 2: GICHD should materialise an effective and solid integration of GMAP, with the support of donors, stakeholders and Switzerland.

Priority: Medium-term

Findings: 3

55. The Gender Mine Action Programme has effectively supported Gender mainstreaming into GICHD's programme and initiatives. Most of the consulted internal and international stakeholders do not understand the rationale of keeping the GMAP as a separately funded entity and believe that its integration is in line with the expanding role of Gender issues within the Mine action (and more broadly Security) field.

Recommendation 3: To better serve clients and stakeholders, GICHD should consider the creation of decentralised regional teams (technical/policy/standards).

Priority: Long-term

Findings: 4, 10

56. Different GICHD and external stakeholders have been advocating strongly for a "regionalisation" of GICHD work, inviting expert, policy makers, norms specialists and capacity-building specialist to be closer to their partners and constituents. GICHD favours an "in and out" approach, which does not often satisfy continuous ongoing needs of growing partners. Different pilot approaches could be initiated to experiment the added value of this pragmatic and needs-based recommendation.

Recommendation 4: GICHD should capitalise on its advanced work on IATG to invite donors and interested stakeholders to support dedicated capacities on Ammunition Management.

Priority: Long-term

Findings: 5

57. GICHD has successfully developed fruitful and constructive partnerships in the field of Ammunition Management, including on the promotion and implementation of the International Technical Guidelines on Ammunition Management. GICHD senior management, with Bureau and Foundation Council support, should envisage strengthening substantially its capacities to respond to increasing needs and requests on this issue.

Appendix I List of Findings

- Finding 1: GICHD plays a unique role in mine action and is positively perceived internationally. (EQ1.3)
- Finding 2: The scope of GICHD's work remains aligned with the Swiss framework credits. However, GICHD's strategy is not in line with the periods covered by the framework credit. (EQ1.1, 1.2 and 1.7)
- Finding 3: GICHD is particularly strong in terms of the integration of gender and diversity considerations, although the institutional separation between GICHD and the Gender and Mine Action Programme is not optimal. (EQ1.5)
- Finding 4: While the location of GICHD in Geneva is a key strength in terms of the Centre's identification with Swiss values of independence and neutrality, the lack of field presence sometimes hinders the Centre's response. (EQ1.1, 1.7)
- Finding 5: The move to the Maison de la Paix (MdP) has had a mainly positive effect on GICHD's work and its collaboration with the other Centres (EQ1.4)
- Finding 6: GICHD Governance benefits from close interaction among Mine action stakeholders (EQ2.3, 2.4)
- Finding 7: Management processes are generally good, but internal communications could be improved. (EQ2.1)
- Finding 8: The integration of Results based management (RBM) processes has been challenging for the Centre and the fruits of recent efforts to simplify the system are yet to be seen. (EQ2.2)
- Finding 9: GICHD is set to achieve a large majority of its expected outcomes. (EQ2.5, 2.7)
- Finding 10: Partnerships are crucial for GICHD's working model and the Centre has a strong network of local partners working to support national authorities in affected states. (EQ2.7.2)
- Finding 11: The hosting of the implementation support units remains an asset for the promotion of the APMBC and the CCM objectives. (EQ2.7.3)
- Finding 12: GICHD has succeeded in diversifying its financial sources and has surpassed the minimum threshold set by the Swiss Confederation. (EQ3.1)
- Finding 13: Financial resources are being used in an efficient manner, in line with national and international standards for financial management and control. (EQ3.2)
- Finding 14: GICHD's efficiency is somewhat undermined by high staff turnover and by ambiguous delegation of responsibilities. (EQ3.3).
- Finding 15: GICHD's focus on establishing national standards, policies and strategies supports the achievement of lasting change. (EQ4.1)

Appendix II List of Recommendations

- Recommendation 1: GICHD should ensure that IMAS and RBM positions are fully filled, in order to continue the RBM integration process within the organisation and reinforce the IMAS Secretariat leading role in international standards development.
- Recommendation 2: GICHD should materialise an effective and solid integration of GMAP, with the support of donors, stakeholders and Switzerland.
- Recommendation 3: To better serve clients and stakeholders, GICHD should consider the creation of decentralised regional teams (technical/policy/standards).
- Recommendation 4: GICHD should capitalise on its advanced work on IATG to invite donors and interested stakeholders to support dedicated capacities on Ammunition Management.

Appendix III GICHD Organigrams


GICHD
Organisation chart
October 2017
