

GICHD Strategy 2015-2018

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1. The GICHD

In a world where security and development are still hindered by explosive hazards, the Geneva International Centre for Humanitarian Demining (GICHD) works to eliminate mines, explosive remnants of war and other explosive hazards. To achieve this, the GICHD supports national authorities, international organisations and civil society in their efforts to improve the relevance and performance of mine action. Core activities include furthering knowledge, promoting norms and standards, and developing in-country and international capacity. This support covers all aspects of mine action: strategic, managerial, operational and institutional. The GICHD works for mine action that is not an end in itself but contributes to the broader objective of human security – freedom from fear and freedom from want. This effort is facilitated by the GICHD's new location within the Maison de la Paix in Geneva.

2. Vision and Mission

Vision

We strive for a world in which security and development are not hindered by explosive hazards.

Mission

The GICHD supports the continual improvement of mine action performance and relevance. The Centre enables national authorities, international bodies, mine action organisations and other partners to do their job better by furthering knowledge, promoting norms and standards, and developing capacity.

3. Working context

Mine action requires sustained support

Mine action is the range of activities directed at addressing the problems to people, communities and states which are caused by landmines, cluster munitions and other explosive remnants of war (ERW). It has made significant progress over the last two decades at political, normative and operational levels. However, important tasks still remain to be completed and new needs and opportunities are arising.

The Anti-Personnel Mine Ban Convention (APMBC) has been instrumental in reducing the number of victims, the total mined area globally and the laying of new anti-personnel mines. The Convention on Cluster Munitions (CCM) has provided a robust framework to prevent casualties from cluster munitions. Amended Protocol II on Mines, Booby-Traps and Other Devices and Protocol V on Explosive Remnants of War within the Convention on Certain Conventional Weapons (CCW) have established general restrictions and responsibilities regarding mines, cluster munitions and other ERW. The Convention on the Rights of Persons with Disabilities (CRPD), together with the APMBC and the CCM, has deepened our understanding of what it means to assist and guarantee the rights of those who have suffered injury, economic loss or substantial impairment of their fundamental rights as a consequence of mines and cluster munitions.

An ever-growing number of countries has minimised the impact of mines and cluster munitions on lives and livelihoods through mine action operations. A sound land release approach has increased the efficiency and speed of survey and clearance activities in some countries. This has been achieved through better operational planning, improvements in training levels of non-technical survey teams, and more precise targeting of technical survey and clearance resources – in parallel with a strengthening of information management services. The GICHD has contributed to this progress through support provided in the development, training and implementation of the International Mine Action Standards (IMAS), particularly those promoting land release efficiency. The Centre has also assisted affected countries in adopting sound information management practices through in-country and remote support as well as developing new functionalities for the Information Management System for Mine Action (IMSMA).

Despite these achievements, a number of APMBC and CCM States parties are yet to complete important treaty obligations. Several States not party still face significant contamination. The number of States parties requiring extended clearance deadlines, and the recognition that the extent of contamination remains unclear in many instances, indicates that much work remains to be done to improve operational efficiency. Further effort must also be made to improve the information on which strategic planning and operational prioritisation is based. Millions of mines and cluster munitions have been destroyed but some stocks still await destruction. Universalisation of the relevant legal instruments remains important in the face of occasional new uses of mines and cluster munitions. Continued use of these weapons by non-state actors also reinforces the need for further efforts in promoting the prohibition of anti-personnel mines and cluster munitions.

In parallel, as national capacities are developed with international support and countries approach completion, transition to full national ownership becomes essential to ensure sustainability and alignment with domestic agendas. Appropriate national systems and capacities will be required in these countries for managing residual contamination which may remain in their territory after land has been released in accordance with applicable standards. Transition should also address ongoing obligations for States parties, such as assistance to victims and survivors. The GICHD facilitates transition to national ownership and effective national management of residual contamination. It does so by supporting and encouraging the development of national mechanisms that address long-term ERW responses including the development of appropriate and realistic national plans and timeframes.

Experience shows that many mine action programmes still lack the necessary skills to mainstream gender and diversity in their work comprehensively. Where gender and diversity are considered, there is an increased operational effectiveness through better needs assessments and improved targeting of activities. These are often not sufficiently taken into account.

‘Gender’ describes socially constructed roles for women, girls, boys and men. These roles are acquired identities that are learned, change over time and vary widely within and across cultures.

‘Diversity’ describes the differences in age, gender, language, values, attitudes, ethnic background, abilities, impairments, level of education, etc., to be found in communities.

Lastly, demonstrating value-for-money remains challenging for the mine action sector. Results-Based Management (RBM) approaches have attracted increased attention as a way of strengthening and documenting the efficiency and effectiveness of mine action operations. RBM helps to ensure that the intended beneficiaries are at an intervention’s core. This includes monitoring mechanisms to measure progress and making certain that efforts are focused on achieving a sustainable impact.

Mine action organisations are reorienting their strategic focus

An increasing number of mine action organisations have begun, in recent years, to reorient their mandates by placing their programmes within broader contexts, such as Armed Violence Reduction (AVR), Disarmament, Demobilisation and Reintegration (DDR) and Security Sector Reform (SSR). Some have broadened their scope of work by also addressing Small Arms and Light Weapons (SALW) and Ammunition Safety Management (ASM). In some instances, this has led to a reduced involvement in traditional mine action, leaving capacity-development gaps.

Mine action organisations increasingly recognise their potential contribution to the broader framework and goals of human security. They are well placed to share technical expertise and capabilities acquired over the years, including their presence in complex environments, their understanding of and ability to work with partners from the security sector, and their technical expertise in dealing with explosives and conventional weapons systems. Also, they pay increasing attention to the broader socio-economic and cultural contexts within which beneficiaries are situated. The GICHD has responded to these trends by expanding its portfolio selectively, to include ASM, underwater explosive ordnance disposal and the promotion of the “do no harm” principle (land rights and environment) within the mine action community.

Human Security

Human security, according to United Nations Resolution A/66/290, is an approach to assist states in identifying and addressing widespread and cross-cutting challenges to the survival, livelihood and dignity of the people. Human security emphasises the right of people to live in freedom and dignity, free from poverty and despair.

The term ‘human security’ is used in the context of the current strategy on the understanding that it incorporates both security and development. Human security is understood as both an objective – people living free from fear and from want – and an approach to achieve this objective – an approach that focuses on people and their rights to live in freedom and dignity.

Mine action organisations can also benefit from other sectors’ experience and expertise. For example, it is increasingly acknowledged that assisting landmine and other ERW victims should be understood as a broader disability issue. As a consequence, mine action-related accident and victim surveillance systems should be established as an integral part of health and disability programmes.

The strategic focus of mine action organisations may be influenced further by the - yet to be defined - Post-2015 Sustainable Development Agenda, and in particular by how peace and security agendas will be placed and articulated within broader future sustainable development plans.

Inter-sectoral Cooperation

Mine action is well positioned to promote cross-sector cooperation. Mine action has a direct impact on lives and livelihoods by removing and destroying ERW and releasing land for agriculture and other productive use. Mine action is very often, therefore, a precondition for socio-economic development. It also enables post-conflict peacebuilding and reconciliation, as it can help foster confidence between parties in conflict, while also becoming a confidence- building tool in DDR processes. Mine action includes civil-military cooperation, which can also help sustain interactions and dialogue between former belligerents and facilitate national reconciliation. Transparency and information-sharing between civilian and military stakeholders, critical to mine action, can provide an entry point for significant SSR efforts.

4. Implications for GICHD

The major strength of the GICHD is its diverse pool of experts who are trusted by mine action authorities and organisations. They benefit from wide exposure to different mine action programmes and settings, including politically-sensitive environments, all over the world. This exposure allows the GICHD to perform research, identify good practices, improve standards, methods and tools, and disseminate them for the benefit of the entire mine action community. The Centre serves as the leading multi-lingual knowledge hub for mine action practitioners because of this.

During its last strategic period 2012-2014, the GICHD successfully contributed to improving global clarity on explosive hazards and to enhancing capacities and performance of national authorities. Advice and training were provided on priority-setting, strategic planning and transition to national ownership. Also, the Centre has helped to encourage appropriate contracting, address liability and land rights concerns, as well as promote RBM and monitoring and evaluation. The land release approach has been further refined and new IMAS have been adopted. The GICHD has also actively contributed to improved safety and security of ammunition management and storage. The Centre further enhanced use of geodetic tools such as Geographic Information Systems (GIS) and Unmanned Aerial Vehicles (UAV) in mine action operations. Effective support to the implementation of international law was delivered, as shown by the development of the cluster munitions identification tool.

Given continued needs and new challenges, the GICHD should remain focused on traditional mine action activities and continue to respond – in accordance with the principles guiding its action – to states' requests for support, whether they are parties to relevant conventions or not. GICHD responses should be tailored to the circumstances in each specific country, including the particular phase they find themselves in (conflict, post-conflict, recovery, development) and the threats and risks they face. Continued focus on traditional mine action means that the Centre should continue to work towards improved survey, clearance and stockpile destruction standards, methods and tools.

The need to support and enhance mine action in its traditional form continues. However, recognition is growing of the need for greater integration of mine action into wider contexts, for the sake of development, peace and security as well as the environment. The GICHD should increasingly position its mine action work within the broader human security framework in order to strengthen added value at the country and global levels. The Centre is well placed to build bridges between mine action and other human security-related organisations, including within the Maison de la Paix in Geneva where it is located. In doing so, the GICHD contributes to wider and more sustainable development of countries, ensuring that mine action and other interventions have greater impact and are more effective.

The GICHD should continue to mainstream and promote gender and diversity in its work as a factor which contributes to efficient and effective mine action, as well as to sustainable development outcomes for affected communities.

The following two features also distinguish the GICHD from other organisations. Firstly, the United Nations conferred a unique mandate to the GICHD as custodian of the IMAS. Secondly, the GICHD provides support to the implementation of the APMBC as per agreement between the States parties and the GICHD, including hosting and collaborating with the ISU-APMBC. A similar support will be provided to the CCM in the near future. The Centre plays – and shall continue to play – a catalytic and supportive role in the development and implementation of norms and standards. The GICHD's expertise also makes it a privileged actor in the development and promotion of evidence-based policies.

5. Strategic objectives and outcomes

Methodology for Selecting and Formulating Results

Strategic Objectives are the long-term changes to which the GICHD intends to contribute (beyond 2018), while acknowledging that other factors beyond its direct control also influence their achievement.

Outcomes are medium-term changes the GICHD intends to achieve by 2018 through its work and in collaboration with partners. These contribute to accomplishing the Strategic Objectives.

The strategy is based on a Theory of Change and is supplemented by a *Results framework* to measure the Centre's progress in achieving defined objectives and outcomes.

Strategic Objective 1: Convention obligations are fulfilled and/or completion targets reached

Many countries still face considerable challenges to clear their territories from explosive hazards contamination and/or fulfil clearance obligations under various conventions (APMBC, CCM and CCW). The extent of the remaining contamination remains – in a number of instances – unclear. Stockpiled anti-personnel mines and cluster munitions await destruction. Universal acceptance of the relevant instruments of international law is not yet achieved and, in some cases, new uses of anti-personnel mines and cluster munitions occur. National mine action strategies are required to steer affected countries towards the achievement of this objective.

Outcome 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.

Outcome 1.2: Greater clarity is achieved on the extent and impact of explosive hazards and their operational implications through improved information management.

Outcome 1.3: Improved standards, methods and tools in mine action are applied, in particular in operational planning and land release.

Strategic Objective 2: Residual contamination is effectively managed through sustainable national processes

As national capacities are developed with international support and countries approach completion, transition to full national ownership becomes essential to ensure sustainability and alignment with domestic agendas. Appropriate national systems and capacities to manage residual contamination are required.

Outcome 2.1: Mine action structures successfully transition to sustainable national entities with capacity to address residual contamination.

Outcome 2.2: Countries evaluate the overall risk from residual contamination based on evidence.

Outcome 2.3: National policies, procedures and practices are in place to respond adequately to the risks from residual contamination.

Strategic Objective 3: Mine action is fully integrated into broader efforts to achieve human security

Human security encompasses both security and development. Mine action contributes to the broader objective of human security and also benefits from other sectors' experiences and expertise. In that spirit, mine action supports explosive weapons management and security sector reform, reduces violence and promotes development. Also, mine action should respect the "do no harm" principle, including with regard to land rights and the environment. The Maison de la Paix in Geneva has the potential to be a significant platform for strengthening linkages and inter-sectoral cooperation.

Outcome 3.1: Mine action is perceived, planned and implemented such that it contributes to human security.

Outcome 3.2: Mine action standards, methods and tools are used to benefit human security.

Outcome 3.3: Cooperation between mine action and other human security actors is strengthened through platforms such as the Maison de la Paix.

The GICHD will allocate resources, undertake activities and promote support packages with a view to achieving the outcomes identified under these three strategic objectives. The Centre will deliver in accordance with its working principles, through different services and based on defined strategic management approaches as described below.

6. GICHD working principles and services

Principles guiding the work of the GICHD:

- The GICHD's work is both demand and supply-driven and is aligned with global and national strategic priorities;
- The GICHD follows the principles of humanity, impartiality, neutrality and independence;
- The GICHD plans, implements and monitors its work with a view to strengthening capacities and achieving sustainable results; and
- The GICHD integrates gender and diversity considerations in all aspects of its mandate.

GICHD's main services:

- Advisory: The GICHD provides professional advice on mine action strategies, structures and operations.
- Training: The GICHD delivers training tailored to the specific needs of the beneficiaries. The Centre supports development of sustainable training capacities within national authorities ('train the trainers'). It also complements existing training curricula with new teaching methodologies and technologies.
- Research: The GICHD undertakes research to identify good practice in mine action programmes and distil lessons learnt. Findings are made available in a user-friendly and readily-applicable manner. The GICHD also distils the lessons learnt from its own interventions in order to improve and refine the advice, training and support it provides.
- Communications & linguistic outreach: The GICHD fosters extended communications, organises conferences and workshops, and provides linguistic outreach programmes. The Centre's website serves as an up-to-date and comprehensive resource platform for mine action practitioners. The Centre has increased its focus on electronic publications.

Furthermore, the GICHD provides support and hosting services, including logistical and administrative services, to the benefit of:

- Norms and standards: The GICHD supports the development and implementation of IMAS and guidelines as well as relevant instruments of international law, including by hosting and collaborating with the Implementation Support Unit (ISU) of the APMBC and, in the future, the ISU-CCM.
- Gender and diversity mainstreaming: The GICHD works with mine action authorities and organisations to ensure that relevant gender and diversity aspects are taken into account in mine action interventions and that women, girls, boys and men benefit equally from mine action activities. The GICHD hosts and collaborates with the Gender and Mine Action Programme (GMAP).

7. Strategic management approaches

The following strategic management approaches determine how the Centre's services are delivered for the most effective achievement of outcomes:

- Comprehensive and integrated support packages: The GICHD establishes and suggests comprehensive and integrated support packages, mindful of the inter-related nature of mine action components.
- Needs-based field presence: The GICHD stands ready to provide extended field presence to ensure that the impact of its work is sustainable.
- Partnerships: The GICHD works in partnership with national mine action authorities and mine action centres, the United Nations, other international and regional organisations, non-governmental organisations, research centres, and commercial companies. These partners are brought together in the GICHD's Advisory Board. The GICHD Council of Foundation includes representatives from donors, mine-affected countries, the European Union and the United Nations Mine Action Service. The GICHD establishes and nurtures strategic partnerships with organisations, including within the Maison de la Paix, to enhance the exchange of knowledge and experiences as well as fostering cooperation within mine action and between mine action and other human security-related actors.
- Results-Based Management: The GICHD adopts and promotes results-based management. RBM and Theories of Change provide the GICHD with a way to move beyond measuring the work done and resources used, in order to identify the difference made by interventions. The GICHD understands that RBM approaches are inherently dynamic and may require adaptation in response to an evolving working context.
- Geographic approach: The GICHD allocates a portion of its resources towards the development and implementation of comprehensive and integrated support packages where appropriate, while ensuring a suitable level of support to all programmes globally. To determine the appropriate level of response to requests in an objective, transparent and accountable manner, the GICHD applies a multi-criteria assessment, subject to periodic review. Criteria include relevance, effectiveness, efficiency, sustainability and the broader impact of a possible GICHD intervention, as well as security considerations.
- Promotion of cooperation among affected countries: The GICHD promotes the exchange of knowledge and experiences in local languages between affected countries and assists in providing the appropriate framework for such cooperation.

8. Human and financial resources

- Staff: The GICHD attracts and retains highly-qualified and diverse personnel.
- Consultants: Selected consultants are an important resource. The Centre continues to draw on this expertise, while exploring different types of contracting arrangements.
- Finances: The Centre aims to broaden and diversify its donor base and strives for multi-year financial agreements. The GICHD also performs commissioned work in specific cases. In order to implement the strategy, the Centre aims to secure annual revenues in the range of 12 to 15 million Swiss francs.

9. GICHD as a learning organisation

- The GICHD is an international expert centre committed to quality and institutional development.
- Expertise is maintained and developed further by ongoing staff training. The GICHD monitors, evaluates and continually improves staff development.
- The GICHD will adopt an internationally-recognised quality management system.

10. Monitoring and evaluation

The GICHD is embarking on a RBM and Theory of Change approach at a strategic level. This is a learning process – the approach will be adapted and improved during the period of the strategy. This four-year strategy is based on a defined Theory of Change, so that progress towards the achievement of the strategic objectives and defined outcomes can be measured, and contribution attributed. This will permit the Centre to start reporting on the difference that the GICHD has made, as well as the use of resources. A summary will be presented as a Results Framework at the strategic level based on defined Indicators. These will be refined during the strategy period. Linkages between activities, outputs, outcomes and strategic objectives will be identified and summarised using a Results Framework linked to annual work plans.

The GICHD will develop a monitoring and evaluation system to ensure that annual monitoring provides the basis for planning and implementation of the following yearly planning cycle. The context analysis and the implementation of the strategy will be reviewed after two years, including the potential impact of the Post-2015 Sustainable Development Agenda. A broader evaluation of the GICHD overall is planned to take place by early 2018. This will assess the Centre's success in delivering on its current strategy and inform the next strategic planning cycle.