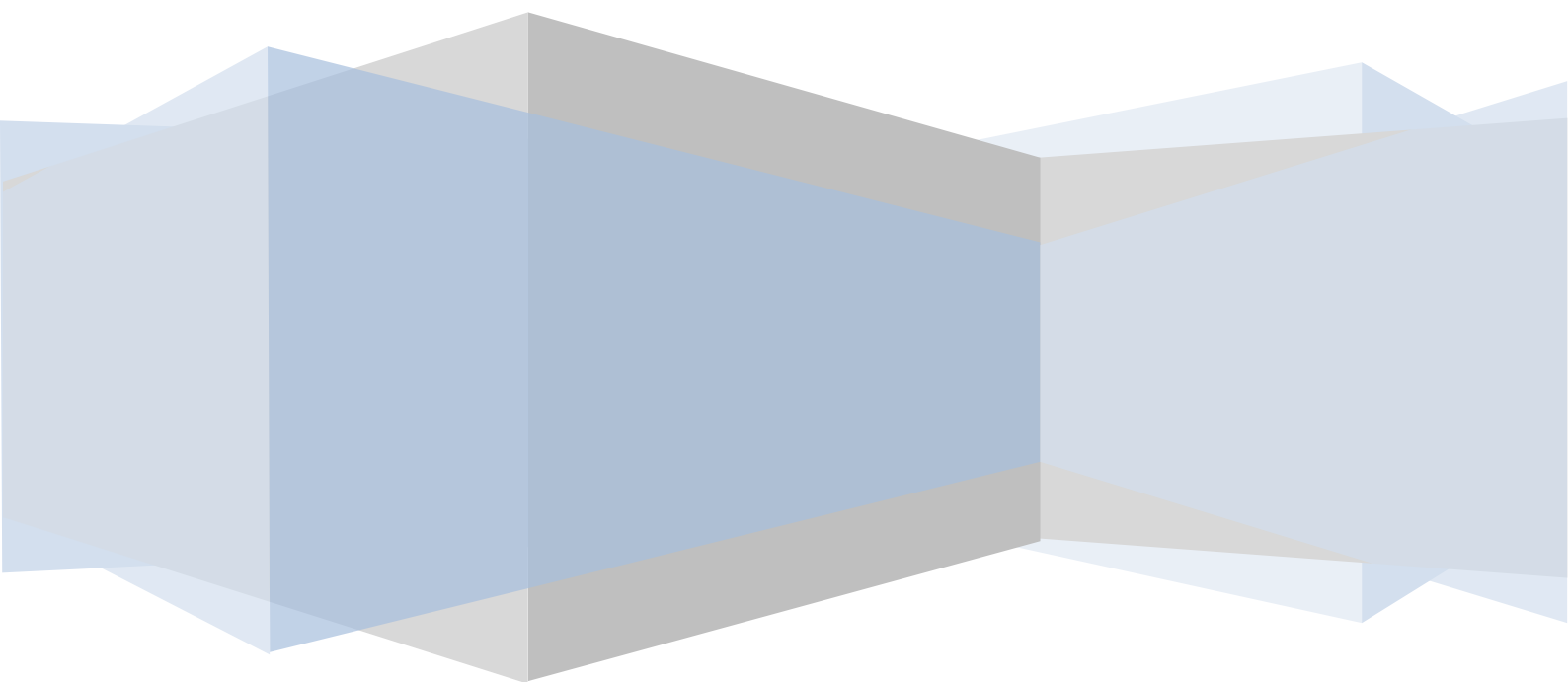


Evaluation of the Swiss Strategic Partnership with Geneva Call

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Executive Summary

Geneva Call is a non-governmental, neutral organisation dedicated to the protection of civilians through promoting adherence to humanitarian norms by armed groups in areas affected by conflict. The Swiss Government has supported Geneva Call since its inception in 2000. This evaluation considers the quality of Geneva Call's work (relevance, efficiency, effectiveness, sustainability and gender) and the strategic partnership between the two organisations.

Relevance

Geneva Call has established a distinct niche in the humanitarian sector through its access to and practical engagement of armed non-state actors. It has created an innovative tool, the Deed of Commitment which is valued externally. It has focused on three highly relevant themes of anti-personnel mines, child protection and the prohibition of sexual violence and gender discrimination as well as the overall promotion of humanitarian norms. Geneva Call currently works in 15 countries with approximately 50 armed non-state actors (ANSAs). The places and organisations Geneva Call works with fulfil criteria of need and places where Geneva Call can add value. Geneva Call is developing new ways of working such as community-based responses and use of social media in response to the evolving nature of ANSAs and conflict. The work of Geneva Call is highly relevant to Switzerland's own priorities including those of protection and promotion of humanitarian norms. However, there are additional relevant contexts where Geneva Call has not been able to respond, in some instances due to resource constraints. At the same time the organisation is exploring thematic expansion of its work.

Given the relevance of Geneva Call's work to a wide range of contexts and finite resources it will need to make a number of choices in its next strategy to make explicit the focus of its future work and the rationale for the choices.

In addition, there are a number of key trends Geneva Call should address in its new strategy to ensure it continues to be perceived as relevant. These include articulating its response to legislation to counter terrorism and violent extremism as well as new, high profile and sometimes transnational ANSAs including those that reject the basis of IHL.

Efficiency

Geneva Call is an efficient organisation making good and careful use of its resources. It has successfully grown its funding base in terms of numbers of donors and scale of funding. Swiss core and project support has been extremely important making up approximately 25-30% of Geneva Call's income each year. It makes good use of resources but both financial and human resources are stretched and the financial situation is vulnerable to unplanned events e.g. to foreign exchange losses which can lead to less efficient decision making and operations. Key positions have proved difficult to fill and given the size and specialist nature of Geneva Call staff, these gaps have serious consequences for programme implementation.

A key challenge lies ahead in managing the successful transition at the leadership level. Another challenge is to establish a more secure funding base necessary for planning and implementation of long-term programmes necessary given the nature of Geneva Call's work. A process of managed growth which continues to access new income sources and build the support and administrative support services, an important foundation of the organisation can help provide a more stable basis for implementation of the future strategy.

Effectiveness

Key results include numbers of ANSAs engaged (more than 100), Deeds of Commitment signed (84 signed by 55 ANSAs) and compliance measures taken by ANSAs. However, it is more difficult to identify behaviour change of ANSAs and the impact of these efforts on communities. Geneva Call has started a number of initiatives to improve and systematise monitoring efforts but these have stalled for capacity reasons. There is a wealth of data held by Geneva Call monitoring implementation of ANSAs deeds of commitment but it is not analysed regularly and consistently across the organisation to enable progress to be tracked as well as to identify evidence gaps and thus the need for more in-depth evaluation and/or research. There is an urgent need for Geneva Call to go to complete and implement these monitoring processes across programmes. This need will increase as Geneva Call's ways of working diversify and its profile grows further stimulating more external interest in and thus scrutiny of its work.

Geneva Call is well placed to explore, through monitoring, evaluation and research processes learning about how to support ANSAs respect for humanitarian norms. Building this learning would be a valuable contribution to the sector and also help to embed Geneva Call's position as a leader in this area as more organisations begin to work with ANSAs.

Gender

Geneva Call has mainstreamed gender issues well into its organisation with training and the development of a Deed of Commitment dedicated to gender issues. There could be greater clarity around the parameters of Geneva Call's work and in particular whether it works towards social transformation of male-female relations. Clarity is also needed on Geneva Call's role and limits to that role in peace processes.

The partnership

The strategic partnership between Switzerland and Geneva Call is highly valued by both partners. The partnership goes well beyond being a financial transaction but also provides a means to support both organisations' goals building on the distinct advantages of each. FDFA has respected the independence of Geneva Call. The management of the partnership can be streamlined and placed in a longer-term framework to build confidence, reduce the transaction costs while maintaining the benefits of the partnership including financial flexibility for Geneva Call of core, flexible income and for both discourse at country and thematic policy levels.

Looking ahead

Geneva Call faces a number of choices to address in its next strategy. The relevance of its work to a large number of contexts presents it with decisions to make regarding its future focus. The evaluation heard from external stakeholders an interest to understand the rationale behind strategic decisions. Three key issues emerged:

- Whether to take an approach that prioritises a) a "deep" engagement" for long-term work in a limited number of countries and ANSAs versus b) a "lighter", more short-term approach which in turn would limit the extent to which it works in any one context, theme or ANSA but enables a more flexible approach to work in new places and respond to new conflicts and ANSAs.
- Whether to focus work on a) ANSAs where Geneva Call already has the tools for engagement (DoC) ie structured organisations with an interest in IHL and so a strong chance of progress versus b) a focus on hard-to-reach and less structured ANSAs, which are more difficult to work with but responsible for high profile violations of IHL.

- Whether to be a) the partner of ANSAs working with them to implement IHL commitments and adherence to humanitarian norms building on Geneva Call's strong relationships with them versus b) be the independent compliance monitoring body which may challenge the relationships at times. Are there limits to combining these roles?

Recommendations

Geneva Call is entering a crucial phase of its development with the transition in its leadership and in 2016 the process to establish a new strategic plan. Below are a series of recommendations that aim to support the development of the organisation and partnership and take advantage of opportunities a new phase of planning brings.

To Geneva Call

1. **Strategy Development process** - Develop a participatory process to develop the new strategy which actively engages key stakeholders including key donors, partners and advisors.
2. **Strategic choices** – Elaborate and communicate the organisational stance and rationale for strategic choices e.g. regarding where to work, thematic focus, type of ANSAs to work with, parameters to work on gender and also peace processes and responses to key external trends.
3. **Growth**- Develop an organisational development plan to accompany the operational strategy that plans for growth in programmes and support services over the medium term .
4. **Funding base**- Diversify the funding base. Expand the scope of the proposed funding review to consider country-based resources, consultancy services and partnerships.
5. **Leadership transition**- Explicitly commit and plan to recruit a new Chief Executive Officer in addition to the three-person Directorate upon the retirement of the current Executive President.
6. **Thematic expansion and internal capacity**- Base any thematic expansion on internal analysis of needs and capacity as well as external analysis of need and feasibility.
7. **Monitoring and evaluation**- Track effectiveness more consistently. Prioritise resources to develop and consistently apply tools for monitoring and evaluation.
8. **Build research capacity** - build a research capacity which can be a valuable resource for the sector as well as embed Geneva Call's role as a leader in the field.
9. **Internal management processes** - Streamline planning and monitoring processes to ensure key management information is available and to reduce inefficiencies.
10. **External communication and influence** - Develop a communication and influencing strategy with measurable, short and medium-term aims (3-5 years).
11. **Governance**- Develop key performance indicators that the Board tracks regularly to monitor a) human resource management b) programme effectiveness and c) impact of influencing work.

12. **Networks and thematic expertise**- Build a network of people with thematic expertise and understanding of Geneva Call's work that can be called on for country-level and international tasks.

To FDFA

1. **Management of the partnership** - Move management of the strategic partnership to the humanitarian policy department. Merge thematic and core funding into a common grant with defined milestones for accountability. Maintain additional country-specific links and funding. Develop a consistent approach to evaluation across funding contracts and departments.
2. **Strategic framework for the partnership** - Develop an MoU or similar document which frames the Geneva Call-HSD partnership in a longer term strategic framework.
3. **Build research capacity in Geneva Call**- Consider additional, ear-marked resourcing for Geneva Call to build learning on how ANSAs can be effectively supported to observe implement IHL.
4. **Leadership among donors** - Take a leadership role among other core donors of Geneva Call to encourage a collective approach to support Geneva Call's medium term strategy.
5. **Linkage to embassies** - Facilitate occasional meetings between Ambassadors and Geneva Call.

Acknowledgements

I would like to thank the participants of the evaluation for their time and thoughtful contributions. In particular, the staff of both Geneva Call and FDFA have been extremely helpful in the process. Geneva Call, on whom the greater load in the evaluation fell, have been very open, providing all requested information and patient with (yet more) follow up questions. In particular I would like to thank Maud Bonnet at Geneva Call and François Garraux and Jeremy Repond at FDFA who have provided valuable briefing and context, organised meetings and searched out relevant documentation needed to support the evaluation. It is my hope that the process and report will be a constructive contribution to the partnership between FDFA and Geneva Call as well as to the further development of Geneva Call's strategy and future work.

Acronyms

ANSA	Armed Non-State Actor
CHF	Swiss Franc
DIL	Directorate of International Law
DoC	Deed of Commitment
DRC	Democratic Republic of Congo
FDFA	Federal Department of Foreign Affairs
GC	Geneva Call
HR	Human Resources
HSD	Human Security Department
IHL	International Humanitarian Law
SDC	Swiss Development Cooperation

1. Introduction

1.1 The partners

Geneva Call (GC) is a neutral and impartial non-governmental organisation dedicated to the protection of civilians through the promotion of respect by armed groups for international humanitarian norms in armed conflict and other situations of violence. The activities of Geneva Call focus on the respect for these norms particularly in the context of anti-personnel mines, children in armed conflict, sexual violence in armed conflict, and training in respect of the International Humanitarian Law (IHL) in general.

Switzerland, represented through the Swiss Federal Department of Foreign Affairs (FDFA), attaches great importance to the protection of civilians in armed conflict through respect for IHL as well as other humanitarian norms and standards. Switzerland has supported the work of Geneva Call since the organisation's inception in 2000. Geneva Call is a strategic partner of FDFA's Human Security Division (HSD).

1.2 Aim of the evaluation and the report

The evaluation aims to assess the quality of the work of Geneva Call (efficiency, effectiveness, relevance, sustainability, gender). It also aims to provide concrete recommendations to inform the upcoming strategy development and planning process for the next five years as well as for the strategic partnership between Switzerland and Geneva Call.

1.3 The report

The report is presented through sections discussing in turn methodology, relevance, efficiency and effectiveness. Consideration of organisational sustainability is mainly within the efficiency section and gender is discussed in the effectiveness section. The final section presents final conclusions and recommendations to Geneva Call and FDFA.

2. Methodology

2.1 Approach taken

The evaluation was undertaken by Teresa Hanley, an independent consultant with a background both in the humanitarian sector including in protection and IHL as well as in organisational development. The evaluation process was Europe-based carried out over 30 days between September and December 2015. It included analysis of key documentation and a wide range of interviews. The evaluation covered all themes of Geneva Call's work. For programmatic work it focused, though not exclusively on seven selected countries. These were selected to represent a range of geographical and conflict-related contexts, different Geneva Call approaches and a range of stages of engagement (from 3-15 years). Countries selected are Burma/Myanmar, Democratic Republic of the Congo (DRC), Lebanon, the Philippines, Somalia, Syria and Turkey. These were considered through a common framework which considered the context; Geneva Call approach in the country; quality of planning and monitoring; achievements; efficiency; methods of monitoring compliance and progress and Swiss government input.

The document review focused (though again not exclusively) on documentation from 2010 and included Geneva Call strategy and annual reports; internal planning and monitoring documentation; selected job descriptions; budgets 2010-15; agreements between FDFA and Geneva Call; all evaluations undertaken since 2000; selected key products of Geneva Call including articles, Deeds of Commitment (DoC), key meeting reports such as that of the Third Meeting of Signatories of DoCs, outputs such as "In their own words" and other Geneva Call web-based content. Financial analysis included consideration of Geneva Call's income against expenditure and trends over time, sources of income, plans against actual expenditure (concentrating on the 7 focus countries of the evaluation) and analysis of how resources are allocated across

regions and activities including the administrative-programme ratio. The evaluation undertook 46 interviews which included

Geneva Call staff and board (10), Swiss Government personnel (16) and external stakeholders (20), External stakeholders included representatives of donors, key agencies in the thematic areas of Geneva Call work and partners at the global level. Full lists of evaluation participants, documentation reviewed, evaluation frameworks and tools such as interview checklists are in Annexes 2-5.

2.2 Constraints

In line with the Terms of Reference for the evaluation the methodology did not include any travel to Geneva Call's countries of operation. The evaluation did not undertake phone/skype interviews with partners in-country, armed non-state actors or community members. This was due both to time and resource constraints as well sensitivity to Geneva Call's work and their relationships in the field. While such country-based work would be extremely valuable it was agreed with HSD and Geneva Call this would be better carried out in-country in face-to-face meetings in any future evaluation processes.

3. Relevance

Geneva Call has established a distinct niche in work to promote adherence to humanitarian norms through its access to and practical engagement with armed non-state actors (ANSAs) as well as its innovative tool, the Deed of Commitment. The places, actors and themes on which it works are relevant. Geneva Call has been challenged to respond to new conflicts and by more fragmented and loosely structured ANSAs but is now developing new approaches to respond to these. There are a number of key trends Geneva Call should consider in its new strategy including its response to legislation to counter-terrorism and violent extremism as well as new, high profile and sometimes transnational ANSAs including those which reject what they see as the western basis of IHL. Given the breadth of contexts to which Geneva Call can be relevant but its finite resources, it is facing a number of strategic choices for the future regarding the breadth and depth of its work: the thematic and geographical focus of its programmes and nature of ANSAs it works with.

The evaluation considered relevance through a number of lenses including that of a) thematic focus areas b) geographical strategy c) target organisations reached i.e. armed non-state actors (ANSAs) d) operational approach and e) relationship to the Swiss Government priorities. Finally the section concludes with discussion of some of the key current trends which will have implications for Geneva Call's operational context for future strategy. These are considered in turn below.

3.1 Thematic focus areas

Geneva Call grew out of the International Campaign to Ban Landmines and focused its work with armed non-state actors (ANSAs) on anti-personnel mines for its first ten years. In 2004, at the request of UNICEF, Geneva Call began work to explore and then develop its approach to protect children in armed conflict through a Deed of Commitment which was developed and launched in 2010. In 2012 a third thematic focus area was added which is protection of women through prohibiting sexual violence and gender discrimination organised primarily around a Deed of Commitment too. This theme emerged from Geneva Call's work in the field including its observations of need due to the extent of violations of IHL and also from discussions with female combatants in the armed groups. Geneva Call also promotes ANSA awareness and commitment to humanitarian norms.

Interviewees across thematic areas and also in the government of Switzerland agreed that thematic focus areas remain relevant. The scale of need is evidenced by a range of sources. In 2015 Landmine Monitor

reported use of anti-personnel mines by ANSAs in ten countries¹; it has not reported such a geographical scale of use since 2006. The 2015 annual report of the United Nations Secretary-General on Children in Armed Conflict lists 49 armed groups as committing grave violations against children. Reports by Watchlist also report ongoing violations by armed groups of IHL (watchlist.org). The UN Secretary General's 2015 report on conflict-related sexual violence confirms the wide scale of this abuse and its list of organisations where there is credible evidence of rape or sexual violence include 32 armed groups in 8 countries. These lists are not comprehensive so do not present the full scale of the problem. The focus here on ANSAs rather than states where there is also credible evidence of violations is due to the nature of Geneva Call work.

Geneva Call's distinctive niche in these thematic areas is widely seen as being the ability to engage ANSAs in practical ways on IHL as well the creation of the tool, the Deeds of Commitment. External stakeholders highly value the ability of Geneva Call to "take discussion of IHL from the conference room to the field" in practical ways and in ways that go beyond advocacy. The approach in relation to sexual violence is also viewed as distinct from most organisations that tend to focus on women as victims of sexual violence. Geneva Call is doing something different from other organisations.

Geneva Call has refined its role in response to other organisations becoming more active in their own engagement with ANSAs. For example over the past year Geneva Call has negotiated a division of labour with Unicef for how the two organisations take forward action planning with ANSAs to protect children based on which of the organisations has the better access to the ANSA.

Geneva Call is considering expanding its work into new thematic areas. It is under some pressure from other organisations keen for its cooperation in a range of issues e.g. around healthcare in danger (ICRC), protection of cultural heritage (UNESCO) and displacement (interest from FDFA). Themes were discussed with ANSAs at the 3rd meetings of signatories. More in-depth scoping has been taking place of themes which include: a) displacement; b) healthcare in danger; c) cultural heritage; d) humanitarian access and; e) detention (and kidnapping). The scoping includes consultation with external stakeholders and consideration of legal obligations, the potential scope of Geneva Call work, the potential added value of Geneva Call, the relevance of armed groups, the potential compliance and impact and finally, risk and opportunities. This systematic process being led by the Policy and Legal Unit will report to the Board its findings in April 2016 (delayed from December 2015). Work on displacement is furthest developed with Geneva Call having earlier carried out a study on the subject published in 2013². Based on this the Board in 2014 decided to move ahead with the development of a Deed of Commitment (planned now for 2016) and enable further development of what Geneva Calls described as "soft tools" on other thematic issues to be more context specific without using always DoC.

Geneva Call reports that the objective is to position better Geneva Call as being a specialized organization on humanitarian engagement of ANSAs and less defined by the thematic issues it is working on which is anticipated to be a key point of the new multiyear strategy. Feedback to the evaluation draft report indicated a decision has been taken to take on a new thematic issue of displacement which is surprising given the process described above which will report in spring 2016. Furthermore, the scoping to date does not include analysis of the internal implications of thematic expansion. In evaluation interviews a number of programme managers expressed some nervousness at further expansion given the workload both for them and ANSAs to engage with another thematic area if it is organised around a traditional DoC approach. Given

¹ http://www.the-monitor.org/media/2152583/Landmine-Monitor-2015_finalpdf.pdf p1. Countries are Afghanistan, Colombia, Iraq, Libya, Myanmar, Pakistan, Syria, Tunisia, Ukraine, and Yemen.

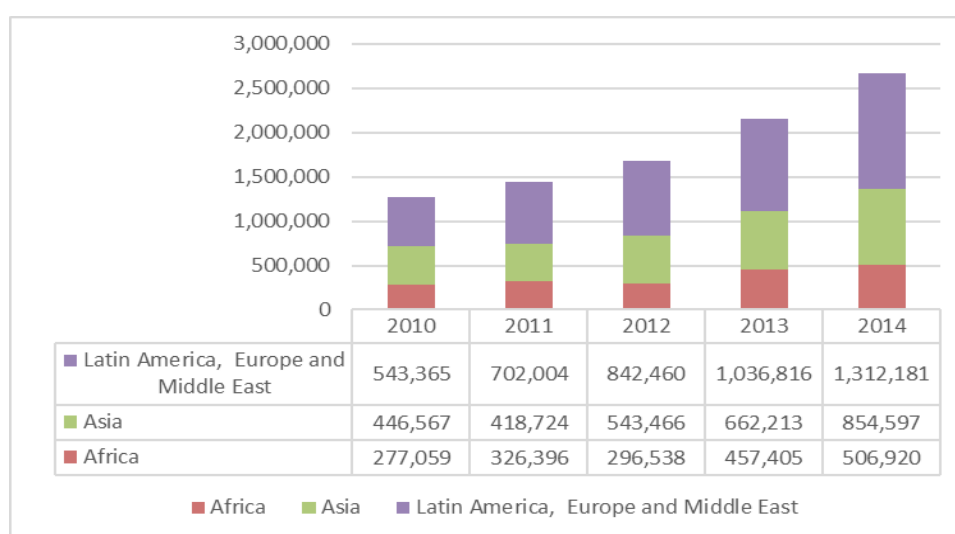
² http://www.genevacall.org/wp-content/uploads/dlm_uploads/2013/12/Armed-non-State-actors-and-displacement-in-armed-conflict1.pdf

the reservations expressed by some staff, then clarity on the thematic coverage of Geneva Call and implications (internal and external) of any expansion including to displacement will be important to provide.

3.2 Geographical focus

Geneva Call has worked in more than 25 countries since it began in 2000. It has closed operations in 11 locations. Closure was usually due to successful peace negotiations which change the status of the context from one of conflict and that of the ANSAs. Geneva Call resources for programmes and programme support have steadily increased. It can be seen in the table below that while a spread across the regions is maintained the Latin America, Middle East and Europe region is being allocated a progressively higher proportion of resources, mainly due to growth in scale of programmes in the Middle East.

Table 1. Expenditure: programme and programme support resources by region 2010-14



In 2013 and 2014 Geneva Call worked in 15 countries and plans operations in 18 countries in 2016 if funding is sufficient. Activities in Afghanistan, Senegal, Somalia and Yemen are dependent on new funding being secured. Geneva Call approach to work requires a long-term commitment due to the need for deep contextual knowledge and building of relationships with ANSA to progress its work. This has led to there being a number of countries where Geneva Call has been working for more than ten years including Turkey, Philippines, Columbia and Myanmar/Burma. The long-term approach presents two challenges in terms of a) deciding when to leave a country and close operations and b) managing responses to new conflicts and needs with limited resources.

Expanding to new areas and responding swiftly is a challenge to combine with a long-term commitment to existing contexts. Geneva Call has responded swiftly and appropriately to some rapidly developing contexts such as the Syria conflict, enabled to some extent by the existing work in Lebanon and with the Kurdish ANSAs. But Geneva Call has been challenged in the past years to find ways to respond to a number of new contexts where there is a clear need e.g. Ukraine, Tunisia, Libya and others.

One response to the challenge of working in new contexts being put in place in 2016 is the planned introduction of an internal ear-marked fund of approximately CHF 100,000 for emergency response. The Fund will enable Geneva Call to undertake a rapid assessment and initial planning process from which it can seek funding for programmes. This approach worked well in Syria where a 3-6 month assessment period enabled Geneva Call to develop a context-specific way of working in a new context. However, without closure of other countries' programmes, start-up in new countries will lead to additional long-term demands for resources as Geneva Call's programme coverage expands. Given Geneva Call's necessary long-term commitment to a country for success, expansion will need to be planned for carefully. Geneva Call is now scaling down in some countries e.g. the Philippines and Columbia. Criteria and guidance for when and how

to exit from a country would be helpful and staff reported to the evaluation a desire for a clear, geographical strategy looking to the future as well as a consistent way for decisions on where to work.

3.3 Geneva Call target organisations

Geneva Call works directly with ANSAs. Geneva Call has engaged around 100 ANSAs since its inception and 54 of them have signed at least one Deed of Commitment. Of these 22 ANSAs are no longer active. 32 ANSAs that have signed DoCs continue to be active³. Geneva Call also engages with a large number of other active ANSA estimated at 25 ANSA⁴.

A challenge to Geneva Call is to decide whether to work in depth or in breadth i.e. work more “lightly” with a greater number of ANSAs or focus work with a more limited number of ANSA and also locations. The numbers of past DoC signatories indicates a past trend for breadth within a context (in terms of number of ANSAs signing DoCs). For example Geneva Call engaged with 20 ANSAs in Somalia; twelve Kurdish ANSAs across four countries and 20 ANSAs in Myanmar/Burma. Each engagement brings a workload which continues and in some ways is even greater when a DoC is signed as programme managers then must work to monitor behaviour, support ANSA’s implementation of the commitment and secure the various reports required from them for monitoring purposes. Some programme managers report a shift now to a more focused approach. For example in DRC Geneva Call identified through secondary sources and consultation the area of highest incidence of violations and now focuses its work on a limited number of ANSAs crucial in this area (plans are currently limited to 5 ANSAs in 2016). There is not a long-term plan for universal coverage in DRC. It would be helpful to have the organisational geographical strategy articulated clearly, with criteria and direction to programme managers of how to manage the depth-breadth tension.

Another challenge for Geneva Call is the evolving nature of ANSAs. ANSAs are difficult to categorise and indeed there is no universally accepted definition. For operational reasons Geneva Call defines them as organised armed entities, primarily motivated by political goals, operating outside of effective state control and lack legal capacity to become party to international legal treaties⁵. The initial ANSAs targeted by Geneva Call were very structured with a clear command and control structure. However, there has been a growth of, often high profile, ANSAs without this structure but which are more fluid organisations, less centrally organised, often fragmenting, some without similar political aims and transnational in their activity and aims. At the same time the lines between armed groups which fulfil the definition and criminal groups more motivated by economic aims is also more blurred as some ANSAs fund their activities through linkages with trafficking activities (e.g. of drugs, women, cultural artefacts)⁶. Some external stakeholders commented that Geneva Call at times is perceived as working with “easier-to-reach” ANSAs. While some commentators were not critical of a focus on the more “traditional” or structured ANSA given their number and relevance in conflicts, others commented that Geneva Call will need to work with other types of ANSA to maintain external perceptions of its relevance. Staff in Geneva Call were also strongly of this view too.

Geneva Call is now responding to the changing nature of some ANSAs. For instance, Geneva Call is making commitments to work with the more difficult-to-reach ANSAs in 2016 such as Al Shabbab in Somalia, Islamic Emirates of Afghanistan (also known as the Taliban). Also Geneva Call is developing new ways of working to reach people in areas controlled by “new” ANSAs e.g. in Syria (more below). Senior management reported that discussions have started also on ways to engage with Boko Haram in Nigeria though this does not feature in the 2016 plan. These measures, if successful should serve to ensure that Geneva Call’s work continues to be, and is perceived as extremely relevant to people and places affected by conflict where ANSAs are active.

³ Source: <http://www.genevacall.org/how-we-work/armed-non-state-actors/>- accessed 13.12.15

⁴ Source: <http://www.genevacall.org/how-we-work/armed-non-state-actors/>

⁵ Bongard, P. and Somer, J. Monitoring armed non-state actor compliance with humanitarian norms: a look at international mechanisms and the Geneva Call Deed of Commitment, <https://www.icrc.org/eng/assets/files/review/2011/irrc-883-bongard-somer.pdf>

⁶ Harland, D. State of war: Trends and Debate (2015), Presentation for Centre for Humanitarian Dialogue

3.4 Geneva Call approach at country level

Geneva Call has evolved its ways of working over the past years. Its focus and best known approach has been through the use of Deeds of Commitment signed by ANSAs in Geneva. Geneva Call works with ANSAs to support their implementation and monitors compliance. Geneva Call is seen by external organisations as distinctive due to its mandate which is purely focused on engagement with ANSAs to promote humanitarian norms. Unlike other organisations such as ICRC it does not have a dual mandate to provide humanitarian assistance also. This is double edged in that humanitarian assistance can provide leverage with ANSAs but also can muddy dialogue with an ANSA and also constrain it because a government's support needs to be maintained to enable access to people with humanitarian needs. Furthermore, Geneva Call's non-governmental status means it can present itself as neutral in ways which states and inter-governmental organisations such as United Nations' organisations cannot. Geneva Call works hard to maintain its neutral profile.

In recent years, Geneva Call has expanded its ways of working beyond the focus on DoCs to include more community-based approaches. For example, in Columbia Geneva Call implemented a community-based mine awareness programme, and in Syria and DRC new programmes of work over the past few years have focussed on promoting public community awareness of humanitarian principles and IHL.

The community-based approach is a response to the rise of less-structured ANSAs with looser command and control mechanisms and so less susceptible to an approach of a DoC which relies to some extent on senior leadership to implement and enforce commitments the ANSA takes on. Instead, the community-based approach seeks to build community awareness and thus pressure on individual combatants as well as groups to adhere to humanitarian norms. New opportunities enabled by new technology and communities' access to it in places affected by some conflicts make it possible to work in new ways. In Syria Geneva Call is trialling new tools and media campaigns, use of social media and an app, Fighter not Killer to promote selected humanitarian principles. This new approach in turn has meant it has been important to develop closer contact with civil society organisations and others in countries of Geneva Call operation.

Other examples of different ways of working include ways to engage with ANSAs which refuse to accept the classification of being a non-state actor e.g. Palestinian groups in Lebanon where Geneva Call focused its work on supporting groups to develop and implement their own declarations rather than working through a Geneva Call DoC tool.

Other innovations have been Geneva Call's work which touches on humanitarian assistance. Geneva Call is very clear it is not a humanitarian assistance provider but has implemented humanitarian activities in some instances e.g. in Lebanon in 2012 setting up the safe spaces for children in camps and in 2014 providing services for children demobilised from an ANSA. There is, rightly, some nervousness within Geneva Call about involvement in such roles given that it is not an organisation with expertise in humanitarian services. In Lebanon Geneva Call reported that the service is both now sustained and has helped Geneva Call's local partner gain recognition in the community and by the Palestinian ANSA so served as a useful entry point. However, given the size of Geneva Call and the complexity of its own work where possible, it will be advisable to work through other partners (as was tried in the Syria demobilisation situation). Geneva Call has established a humanitarian fund to support such measures but at the time of the evaluation this was not effective due to lack of staff capacity to develop it. If priorities have to be made, the proposed fund for rapid response would seem to fit much better with Geneva Call's remit and priorities.

There is some lack of clarity about how far Geneva Call goes in relation to support for peace-building processes. Geneva Call is clearly not a peace-building organisation but through its contacts with ANSAs, has potential to support efforts to bring them into dialogue in peace processes. Also, Geneva Call has worked to support women to be participants and gender issues to be represented in peace processes. Staff reported that more clarity would be useful on where are the limits of Geneva Call's involvement.

The overall trend in Geneva Call's approach is one where DoCs are still seen as a valuable tool, particularly given their public profile and the entry point they give Geneva Call to monitor ANSAs behaviour. But the DoC is increasingly just one of a growing range of tools and options that Geneva Call can use. This gives Geneva Call more flexibility in its work. Guidance on how to select the appropriate set of tools and approach in a given context is something on the radar of Geneva Call staff and increasingly urgent to develop. The expansion of ways of working, while relevant will also present a challenge to track and communicate Geneva Call's progress and effectiveness given that it cannot be reduced to numbers of ANSAs engaged and DoCs signed (discussed further in effectiveness section).

3.5 Swiss government policy

Protection is a key focus for Switzerland⁷. HSD staff and also external stakeholders highlighted the value of Geneva Call to both Switzerland's support for protection but also for promoting the profile of the country's neutral status and space this provides to undertake activities other countries may find difficult due to non-acceptance by parties in a conflict. HSD programme officers in the peace policy department report that the aims and activities of Geneva Call fit within their country plans. For instance, in Iraq and Lebanon Geneva Call's work fits well with HSD's protection strategy particularly due to the three thematic focus areas, in Syria Geneva Call's work fits neatly within the three pillars of Swiss strategy which are about supporting the emergence of a peace process, supporting local measures to demilitarise society and the promotion and defence of humanitarian norms; in Columbia Geneva Call's work on community-based approaches to protection from landmines fits with SDC focus areas. And in relation to the work of the Swiss Directorate of International Law (DIL) which aims to promote awareness, dissemination and respect, or adherence and implementation of IHL by all actors then Geneva Call's focus on ANSAs fits well.

HSD programme officers also reported the exchange of information (within the boundaries of confidentiality that Geneva Call work can require) is also extremely helpful to them. Geneva Call staff is well respected as an authority on the countries in which they work. Some HSD staff see the potential also for Geneva Call's work to be more actively connected to peace negotiations and to have an explicit strategy or at least the option to play a role in bringing ANSAs to the negotiating table and/or introducing them to relevant organisations that have taken on that role. Clarity on this area of work from Geneva Call will be helpful.

There are situations where the role and actions of Geneva Call cause some challenges for Switzerland. Notable among these is the case of Turkey where Geneva Call has been banned from working. The Turkish government makes it known to Switzerland that it is critical of its support of Geneva Call which works with the ANSA, PKK. The Swiss Ambassador in Turkey has also expressed his concern that it is imperative that the quality and system of Geneva Call to monitor compliance of PKK's activities must be extremely robust. However, Geneva Call reports that it has requested access to be able to undertake additional monitoring in Turkey but this has been refused. While the non-cooperation of a government makes it difficult for Geneva Call to work to its own standards in monitoring, this is an issue it needs to confront. If Geneva Call chooses to work in a country without government agreement it needs to have a strong monitoring system that works in that situation and one that it can describe publicly to respond to any questions about the potential of its work and agreement of a DoC conferring legitimacy on ANSAs. Also, Swiss government officials report that in international fora the Geneva Call outspoken stance and approach can be at the very best uncomfortable for the Swiss representatives and at other times cause some tension with their counterparts. Tensions have materialised in one official context which is that of the convention on Certain Conventional Weapons (CCW) process. Geneva Call made a walk out of the CCW in 2014, attended the informal CCW experts' meeting in 2015 but did not attend the CCW Meeting of high-contracting parties in November 2015. 4. One of the challenges in the CCW context reported by Government of Switzerland representatives is that Switzerland is seen by many as the champion of Geneva Call and often pushed and isolated in that function.

⁷ See Strategy on the protection of civilians in armed conflicts, 2013

3.6 Conclusion and looking ahead

Overall, Geneva Call is clearly extremely relevant to humanitarian needs in its focus on armed on non-state actors and focus on three themes in countries in conflict where international humanitarian law is being violated or at risk. It is a flexible and adaptive organisation developing new approaches to new contexts. Its niche is its ability to reach and engage ANSAs in practical ways. It has been challenged by the growth of ANSAs which either reject what they perceive as western-driven international humanitarian laws or those structured in looser, more fragmented ways. But Geneva Call has been active in seeking to find ways to respond to new developments in security, conflicts and ANSAs.

Geneva Call's expansion, both in terms of themes and geography will need to be extremely carefully managed with close consideration to internal capacity and implications of expansion as well as external need and feasibility. Expansion will need a) tools to support implementation including monitoring and tools to demonstrate effectiveness b) staff time to maintain a deep understanding of operational contexts and c) long-term resourcing given the long-term nature of Geneva Call work d) skills and capacity development of staff for any new theme e) consideration of ANSA capacity to cope with an additional thematic area. A focused approach to the selection of ANSAs and themes for engagement will be important as well the articulation of Geneva Call's choices to these strategic choices regarding range and focus of its work.

Future trends

External stakeholders consistently noted four key contextual trends relevant to Geneva Call's future strategy. Geneva Call will need to respond to these to ensure perceptions of its relevance.

- a) Counter terrorism legislation – external stakeholders highlighted the trend of growing support across more countries for strong counter terrorism legislation. Geneva Call says it sees no red lines to where it will work nor with whom but this legislation may have implications for Geneva Call's future funding, ability to move in various states (currently guaranteed in the US despite its laws), the approach it takes to its work e.g. there could be more countries taking the approach of Turkey that refuses to allow Geneva Call to work directly in Turkey. The legislation may also impact on Geneva Call's ability to speak out and present its work effectively.
- b) Countering and prevention of violent extremism – Geneva Call maybe called to be part of efforts to counter violent extremism, a growing priority in Switzerland as well as other European and other states. Donors may well approach Geneva Call to contribute to this agenda.
- c) Pressure on international humanitarian law- there is a growing pressure on IHL both from organisations that reject it outright e.g. Daesh but also from violations by countries which have signed up to respect IHL such as the US bombing of MSF hospital in Afghanistan in 2015 and Israel's attacks on schools in Gaza in 2014. Commentators observed the potential of a breakdown in what they have previously believed was a solid consensus that certain humanitarian norms would not be questioned.
- d) Transnational nature of conflicts and ANSA operations- Geneva Call is currently organised on a geographical, country basis, though this is beginning to change with for instance, responsibility for all Kurdish ANSAs being taken over by one programme manager. This is appropriate. Geneva Call planning may also need to change to reflect ANSAs operating in transnational manner and engage with donors in dialogue if they insist on maintaining a country focus.

4. Efficiency and organisational stability

Geneva Call is an efficient organisation making good and careful use of its resources. A key challenge lies ahead in managing the successful transition at the leadership level. Another challenge is to establish a more secure funding base necessary for the long-term programmes which are essential given the nature of Geneva Call's work. Improvements in the organisation's stability and sustainability are likely to need some degree of growth. Engaging donors in the discussions and choices to be made in a new strategy including on questions of organisational development and investment as well as programmatic choices will be important to enable a managed process of growth.

The evaluation considered organisational efficiency by looking at measures taken to support good use of resources and also considered key issues relevant to a future stable and efficient organisation. Programme management is considered under effectiveness.

4.1 Efficiency measures

Geneva Call has taken a number of key measures over the past 3-5 years to increase its efficiency. These include:

Gouvernance

- Review of the Executive President role and position, who is now no longer part of both the legislative and executive bodies at the same time
- Setting up a chart illustrating the functional and decision flows
- Setting up a Directorate whose members are registered in the Register of Commerce.

Finances and accounting

- Review of tools and procedures
- Introduction of budget planning and mid-year review
- Standardization of financial statements (RPC)
- Drafting of regulations and procedures
- Shift from cash to accrual based accounting
- Introduction of activity-based accounting and management
- Increased transparency with a much more detailed public set of accounts.

Human Resources

- Drafting of the Human Resources policy, related regulations and procedures
- Review of job classification and salary scale. This included an increased focus on people achieving objectives and raising salaries to mid-point (previously at low point) in relation to similar roles to average salaries in Geneva in the sector in similar sized organisations
- Redesign of the appraisal process and skills development.

Operations

- Establishment of a new planning and monitoring system including project definition in line with Geneva Call themes and countries of operation
- Establishment of a new planning and monitoring system including project definition in line with Geneva Call programmes and countries of operation.

The efficiency measures have reduced the level of funds spent on administration from 22% to 11% between 2011 and 2015. The target for administrative costs is to be no more than 10%. The reduction to date has been achieved through a combination of better coding and allocation of expenditure between operational and administrative costs and also by increasing the overall budget size of Geneva Call without increasing the administration budget.

SIDA commissioned an audit of organisational processes and systems of Geneva Call in 2013. The largely positive audit also produced a set of 13 recommendations which Geneva Call responded to with a set of agreed actions. These are all being progressed in line with the plan and work towards more systematic and efficient working processes e.g. through presentation of actual expenditure at quarterly Board meetings; through standardisation of MoUs between Geneva Call and partners contracted to support monitoring of Deeds of Commitment, development of partner assessment criteria, and the introduction of a financial procedures manual for staff and training.

4.2 Financial stability

Geneva Call's income and expenditure has steadily grown over the past five years from 210 annual expenditure of CHF 2.6 million to a projected budget for 2016 of CHF 5.8 million of which (at the time of writing in December 2015) CHF 2.5 million is already contracted; CHF 1.1 million likely though not yet contracted and CHF 1.1 million under negotiations making a total of CHF 4.7 relatively likely income for 2016 which is a good position to be in at the beginning of the year.

Geneva Call's overall financial health has improved as it has moved from being in a deficit position to operating within its income constraints. Since 2012 financial transparency has also improved with the shift from cash to accrual-based accounting. Geneva Call has improved its cash flow situation and now has provision in cash for two months running costs at all times though still experiences difficulties particularly in the first quarter of each calendar year awaiting the transfer of core and multi-year funding grants.

Geneva Call has succeeded in growing its financial base in terms of numbers of donors supporting it, the scale of significant donors' funding and in reaching new sources of funds. The institutional donors remain a relatively loyal, but small group. Some donors only provide country-focused support e.g. Australia and Germany which did not provide support in 2014-15. Private donors provide support for specific activities and Geneva Call has been successful at tapping into these particularly for organisational development initiatives, however these are one-off contributions.

Geneva Call's funding base remains vulnerable. In mid-2015 programmes dependent on core funding reported they had to undertake a significant scaling back of plans due to exchange rate changes causing a significant drop in projected income (by CHF 300,000). The nature of Geneva Call programmes is that they are predominantly for staffing costs (over 60% of Geneva Call's annual budget is spent on human resources) and these staff are specialised, making programme budgets relatively inflexible and so unexpected cuts difficult to absorb.

The nature of Geneva Call's income presents it with challenges. In 2014 Geneva Call received 31% of its funds as core funding which gives some degree of flexibility but only 1% of income was totally unrestricted, 46% was partially restricted and 22% totally restricted i.e. project specific. Some donors have shifted to longer-term agreements and some of these to core, unrestricted funding which is beneficial. A number of HSD's own project grants are multi-year. Overall, approximately 25% of Geneva Call's income is multi-year which gives a helpful degree of stability⁸.

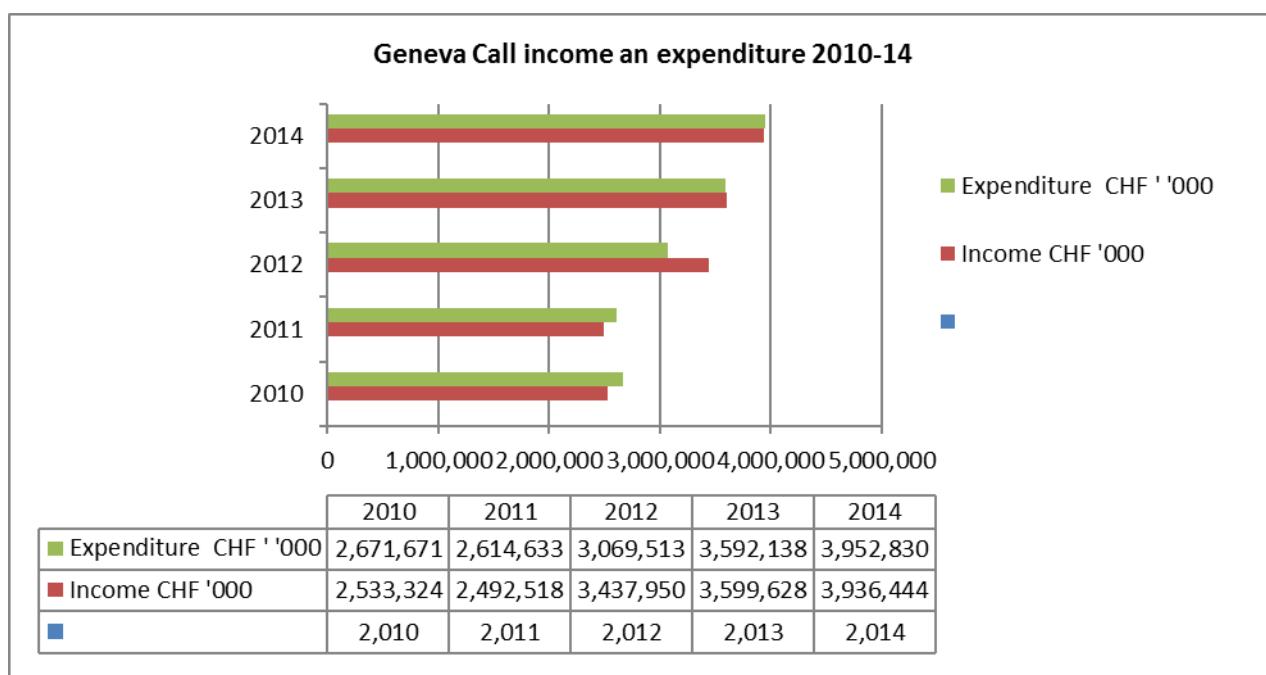
⁸ Multiyear from : Sida-Sweden (Core); Denmark (thematic); Canton of Geneva (thematic); City of Geneva (thematic). Total multi-year funding per year for Geneva Call came to 26% of total income in 2014 and 27% in 2015

Geneva Call faces a difficult situation because it is working in the humanitarian sector which is often funded through short-term, one year contracts but the nature of its work requires a long-term commitment. This challenge is exacerbated by a number of factors including:

- a) promotion of IHL to ANSAs is unlikely to receive largescale support from the public or from corporate sources of income
- b) Geneva Call has limited fund-raising capacity to pursue more complex opportunities e.g. developing a framework agreement with organisations such as ECHO (though it did secure ECHO funds which are transferred via other organisations) or partnerships with other organisations
- c) the decentralisation of donors means that funds accessible only at country level are more difficult to tap into by an organisation with most of its staff based in Geneva (ECHO reported that it had probably exhausted the potential of its central funds and future initiatives are more likely to need to be funded by country offices; SIDA shared that it is possible to apply for country funding in addition to core funding).

That said Geneva Call does have plans which aim to address some of these issues. First, it is in negotiations with a private donor to support a special fund-raising staff position for a fixed term of 18-24 months with associated costs which will be an excellent opportunity to try to build a stronger base for its funding from private sources. Secondly, Geneva Call is consistently advocating for multi-year and unrestricted funding from donors. This has had some success with an increase in core funding from SIDA following a thorough review of internal processes and systems.

One contribution to organisational financial stability is Geneva Call’s efforts to build a financial reserve. Currently, Geneva Call has a reserve of available cash or equivalent for an average of two months running costs. The intention is to increase this to an average of three months. It should be noted that this is a cash-flow reserve not a separate fund of unallocated income. Given the nature of contexts where Geneva Call works and the range of countries and currencies from which its income is sourced, a building up of reserves is prudent. Geneva Call reports that it is not clear from donors if their funds can be used to invest in institutional development or for input into building up its reserves: the Geneva Call common understanding is that this is not accepted by donors. This should be clarified by donors and adjusted to allow a building up of reserves on a gradual basis.



4.3 Structure and staffing

Geneva Call's structure has evolved from its inception. Initially established by its members with offices in Columbia and the Philippines and an international secretariat in Geneva but in 2010 it changed to be a centralised organisation with all permanent staff based in Geneva. The option of regional offices is occasionally discussed and in a board meeting in 2015 it was decided to maintain the Geneva central basis but to decide the option of country or regional offices on a case by case basis. The potential financial risks of establishing regional/country Geneva Call structures combined with the legal difficulties to establish offices in some countries e.g. Lebanon, have driven this decision. Geneva Call has an office in DRC; works closely with supported staff in its partner Compromiso Humano in Columbia; has staff on a short-term contract in Thailand; and long-term consultant based in Lebanon.

The decision to keep this flexibility is sensible given Geneva Call's financial situation of being largely dependent on annual funds but it should be kept under regular review given the potential benefits that country offices give for programme effectiveness due to their proximity to the area of operation. Furthermore, a number of consultants are in effect acting as Geneva Call staff but under a consultancy contract e.g. in Thailand and Lebanon. These personnel along with "official" Geneva Call staff such as in DRC need to be included routinely in all Geneva Call communication to know and participate in organisational processes and decisions.

However, some decisions to avoid any long-term commitment to structures outside of Geneva e.g. non purchase of vehicle in DRC may over time become inefficient if hire costs grow. These should be watched to avoid unintended inefficiencies or security risks.

Staffing

Geneva Call's staffing has grown reaching 21.1 full time equivalent staff in 2015 in addition to a number of short-term interns in the Geneva office and staff at country level on consultant contracts. In terms of balance between the numbers of permanent staff to expenditure ratio there is a steady ratio of around CHF 190,000 expenditure per staff member. Turnover has been relatively high given the size of the organisation with rates rising from 22% turnover in 2011 to 48% in 2014. Geneva Call monitors turnover and reports that this has reduced in 2015 but a rate of nearly half the staff leaving is highly disruptive to any organisation particularly one the size of Geneva Call where specialised knowledge and building relationships in the field are essential.

The finance and administrative department is made up of four roles according to the Geneva Call organogram which it reports equal to 2.03 full-time equivalent roles. These cover general organisational and programmatic finance, human resources, IT and administrative roles. This is a very economical resource but possibly under-staffed given the limited administrative capacity in other departments which means that more senior people are involved in day-to-day administrative activities which is inefficient. The department reports that the 10% target administration ratio to overall expenditure will not be feasible if income continues to be composed largely of short-term, project grants. If Geneva Call continues to grow alternative models with, as one option financial skills located in the programmes team and/or increased resourcing for core services will be important.

However, the current target of 10% of income on administration is driven by a combination of donor requirements and Geneva Call's dependence on institutional donors. However, on the one hand, donors question whether the core staffing of Geneva Call is sufficient for its size and scale of work but on the other, donors on the whole will only allow 10% of their funds to go to administrative core. Donors need to reflect on the realism of their expectations for an organisation like Geneva Call which is predominantly made up of intellectual capital (60-66% of its expenditure has been on human resources in the past four years) and is unlikely to have large scale capital or material expenditure unlike a humanitarian organisation. If necessary more creative mechanisms e.g. additional funds for specific organisational development projects may be necessary.

In terms of how programme staff is structured, the organisation is now organised around geographical regions as well as housing the Policy and Legal Unit. Specialist advisers in gender and child protection were in place during the development of the DoCs in these areas. However, given the resource limitations prioritisation was given to expertise in geographical contexts and also to law and policy including a thematic adviser specialised in IHL also with protection experience. While the absence of some thematic specialists can be difficult, these are skills that are more easily accessed externally than the skills prioritised to keep in-house. That said, Geneva Call would be wise to build a network of key thematic advisers in child protection and children's issues it can draw on who have expertise in and understanding of the work of Geneva Call. A small fund to resource these would be prudent to ensure Geneva Call can access the expertise needed.

Geneva Call staff consistently identified two areas to improve internal efficiency which are a) speed of decision-making and b) communication. Communication of Directorate decisions has often been made through staff Monday meetings which many staff miss due to travel, part-time work and working off-site. Communication tools that are brief but that take account of these dynamics as well as including staff in-country should be developed⁹. External stakeholders including in FDFA commented on regular delays to programme implementation. These are not exceptionally serious but reflect a regular pattern of over-ambitious planning. Internal delays in completing a number of key processes to support organisational efficiency such as guidance to standardise approaches to ANSA engagement, monitoring and programme evaluation reflect a team that is stretched. With the current funding base of Geneva Call, such capacity limitations are understandable, but they reduce the organisation's ability to respond nimbly to new opportunities.

4.4 Leadership and transition

Geneva Call has made significant changes to its organisational structure as described earlier. Despite the high turnover referred to earlier, Geneva Call's staffing is composed of a good mix of staff with long-term experience and a significant intake of new staff necessary for any organisation to bring new ideas. The establishment of a broader management structure with the creation of the executive directorate is excellent and provides management stability.

However, Geneva Call is facing a number of human resource challenges. Firstly, the nature of Geneva Call personnel is extremely specialised so recruitment is difficult. Secondly, the size of Geneva Call means that any turnover and gaps in recruitment for posts is extremely disruptive. One programme manager reported waiting more than six months for support staff (though the average recruitment time is three months) and the position of Director of Operations has proved difficult to fill with an extended recruitment for a third person to take up the position in two years.

The key change upcoming is that the founding member and Executive President will retire in two years. The Executive President and the success of Geneva Call are intimately connected in the eyes of many external stakeholders who see her as the face of Geneva Call. Geneva Call has benefitted from her dynamism, vision, commitment and many connections and networks too.

The timeframe of two years is adequate to prepare for a smooth transition, significant though this is. The Board has already begun discussion on this and has scheduled a meeting to discuss the profile for a new Executive President. However, there is also no firm commitment from the Board at this point to replace the outgoing Executive President with a new recruit. There is discussion of whether a three-person team could take on the role or one of the newly-configured Executive Directorate rise to prominent place instead.

⁹ Since the data collection period of the evaluation Geneva Call reports these have now been developed namely from January 2016 intranet is available with news feed and publication of news; also the concept of the Monday Morning Meeting has been revised and is fully-operating from 1st of January with Minutes published through Intranet after each meeting.

Geneva Call went through a systematic process to establish the structure of a three-person management team along with an Executive President and this new structure is one which reflects many NGOs structure of a similar size. The evaluation strongly discourages the model of a shared leadership. Furthermore, the three roles in the Executive Directorate are already extremely demanding and should not be combined with an Executive President role which in itself is a crucial and a full time job. It may be timely also to rename the position to Chief Executive Officer (CEO) in its new incarnation to delineate it more clearly from the governance structure of the Board headed by the Chairperson of which the CEO is not a member.

4.5 Governance oversight

At board level the Geneva Call board reviews the organisation's accounts each quarter considering actual expenditure against the budget. In December, before the financial year begins in January, the Board reviews the proposed budget. In December 2014 the original proposed budget was rejected as too ambitious. The board does not have specific key performance indicators it tracks but monitors expenditure against income closely.

4.6 Conclusion and looking ahead

Geneva Call is run extremely efficiently and takes decisions about resource allocation with a very clear view of the challenges it faces in relation to resourcing (both people and funds). Decisions are taken mindful of the income base of the organisation, the fixed nature of many of its costs (staff) and with a priority to maximise allocation to programmatic funding.

Geneva Call faces three key challenges for future stability: firstly, it needs a broader range of sources of income for increased stability and to enable more reliable programme planning; secondly, it needs a larger scale of programmes if it is to reach and sustain the 10% administration target and lastly, it needs a strategy and clearly laid out plan to deal with staff turnover including the significant transition phase when the Executive President retires in two years.

It should be noted that the sustainability and stability issues confronting Geneva Call are not unique to it but typical of an organisation of its size. A number of factors contribute to Geneva Call being in a relatively strong position to plan ambitiously and robustly for the future. Firstly, it is clear that Geneva Call is relevant: it plays an important role in its engagement with ANSAs which meet the priorities of some key donors; secondly, there is a consensus regarding the need for Geneva Call's work to continue in the future; thirdly, there is an absence of other organisations able to do this work and Geneva Call has a track record and hands on experience others do not have; and finally there is a relatively stable group of like-minded institutional donors with plans for long-term support to Geneva Call, be that through core or other funding mechanisms. This provides an opportunity for Geneva Call and donors to work together to develop a plan for Geneva Call's medium term development.

Geneva Call is about to embark on a process to develop a new medium-term strategic plan. This provides a key moment for more intense engagement with core institutional donors to consider choices and develop a shared, longer plan for its institutional and programmatic development to achieve shared goals. Some ways forward are suggested below.

- a) Develop a plan for organisational growth - Geneva Call needs to grow its resource base and programmatic scale to be able to achieve a level of stability. However, growth requires investment which includes taking forward systems for programme development and management which have begun but are not complete e.g. monitoring and evaluation tools and processes.
- b) Develop a medium-term strategy for the next five year- Any plan for organisational development needs to be based on a strategy. Geneva Call plans to develop a new strategy 2016 onwards. A strategy is needed that articulates its intended expansion, milestones along the five years in terms of internal development and external results. A strategy should state anticipated results over the next

five years combined with criteria for where Geneva Call works, its approaches and how effectiveness will be judged and communicated externally.

- c) Expand the proposed funding review scope -Expand the scope of the proposed funding review beyond its current planned focus on private donors and also consider the feasibility of i) more aggressive and systematic approaches to access decentralised donor and other country-based funds ii) consultancy services run on a profit-basis charging higher rates for organisations that want to access its knowledge and expertise, though this should be approached with care to avoid diversion from Geneva Call's core mission iii) working in partnership with others to be able to secure larger grants available from some donors.
- d) Explicitly commit to recruit a new CEO upon the retirement of the current Executive President in addition to the three person executive director and who is not on the Board. Develop a communication strategy to ensure key stakeholders are aware of the change and their confidence maintained.

5. Effectiveness

Key results of Geneva Call include the engagement of more than 100 ANSAs, signing of 84 DoCs by 55 ANSAs and a range of compliance measures taken by ANSAs. Geneva Call is also credited with contributing to shifts in the international community's attitude to ANSAs through Geneva Call's demonstration that constructive engagement is possible. However, it is more difficult to identify and aggregate behaviour change of ANSAs and the impact of these efforts for communities. Geneva Call has started a number of initiatives to improve and systematise monitoring efforts but these are not complete. These will become even more urgent to put into action in a systematic, regular and public way as Geneva Call's ways of working diversify. Geneva Call is well placed to explore and document learning about how to support ANSAs to comply with humanitarian norms and such learning would be a valuable contribution to the sector.

The evaluation considered effectiveness by analysis of Geneva Call's results, gender approach, methods for monitoring compliance of ANSAs to Deeds of Commitment and programme management processes. These are discussed in turn below.

5.1 Key results

Since its inception Geneva Call has engaged more than 100 ANSAs of which 55 have signed 84 DoCs in total. Each year it has trained a significant number of members of ANSAs, political parties and communities in humanitarian norms through training workshops. Training in 2014 alone involved 801 participants in 45 workshops. Monitoring data shows higher levels of understanding of IHL following training. The extent to which this learning is then sustained and applied is less easy to track though Geneva Call monitoring of ANSA communication in Syria following the training showed they increased their references to IHL in public communication. More of this type of follow up would be beneficial to track longer term results.

Geneva Call monitoring data describes some of the measures taken by ANSAs to take forward their commitments to work in accordance with humanitarian norms. These include the development of codes of conduct in ANSAs, creation of Declarations and training. There have been three instances when allegations of violations have been serious enough¹⁰ and conditions allowed (i.e. secure access for Geneva Call teams can be agreed) for Geneva Call verification mission to take place in the Philippines and Puntland, Somalia. Geneva Call found conclusive evidence of violations in two situations with YPG and MILF and both of these

¹⁰ Triggers for verification missions are that allegations of violations are credible and point to a serious breach of the Deeds of Commitment; signatory group denies the violation; information gathered from third-party actors is inconclusive

have been publicised. No DoC has ever been revoked though Geneva Call's Law and Policy department reported this is possible as a last measure though the methodology for doing so has not yet been elaborated.

The evaluation reviewed the previous evaluations of Geneva Call's programmatic work, six in total since 2000. The findings consistently confirm the efficiency and relevance of Geneva Call programmes and were able to deliver results in the short term e.g. successful engagement with ANSAs, dialogue with authorities to raise issues relevant to humanitarian norms and increased community awareness of IHL. Project management was consistently credited. However, evaluations have tended to be at a stage where it is too early to see longer term change in ANSA behaviour, community impact or to test the sustainability of results. Furthermore, all evaluations to date have focused on the work of Geneva Call in relation to anti-personnel mines. Three out of the six evaluations undertaken are reviewing working in Columbia and a fourth is a meta-evaluation. The scope of evaluations have been extremely limited and since 2010 there has only been one looking at performance on the ground (in Columbia) which was part of SDC funding for the programme. In 2016 an evaluation is planned to consider Geneva Call's work in Lebanon and has a wider scope of review but is quite limited with only five days field work in-country but nevertheless a welcome initiative. Work is also being planned in the Philippines to document the long-term story of Geneva Call's work there.

A valuable initiative was Geneva Call's 2007 progress report which documented progress on signatories and measures towards compliance undertaken by ANSA in relation to the anti-personnel mine DoC. A similar report is planned for 2016/17 to share progress on implementation of child protection DoCs. The more regular production of such reports would be welcome to provide an overall picture of progress.

The evaluation review of Geneva Call's documentation and monitoring system of work in seven countries shows that Geneva Call does track significant ANSAs action such as the development of a code of conduct by an ANSA. However, despite the close monitoring and documentation of ANSAs activities and the overall context (described in more detail below) it is difficult to gain an overall sense of progress or impact of Geneva Call's work. While data on ANSA engaged, DoCs signed, reported violations, actions taken towards compliance and investigation of violations is important it is difficult to grasp from its documentation a) the extent of behaviour change in the ANSA as a result of these measures and b) impact this has for communities. External stakeholders interviewed for the evaluation also commented on their difficulty to know if all the work made any difference. Geneva Call efforts to develop a theory of change to back its work are a significant step to address this problem and it is discussed below.

At the international level Geneva Call is credited with making a significant contribution to the international discourse and shift in the international community's attitude to ANSAs. International discourse now acknowledges the need and feasibility to engage with ANSAs albeit that this development has been paralleled by a contradictory trend which makes such engagement more difficult as counter-terrorism laws become stronger. The shift in international attitudes is illustrated by UN Security Council statements and increase in number of NGOs engaging with ANSAs. Key measures taken by Geneva Call have been its presentations and advocacy at international events, its public presentation of ANSAs e.g. in Geneva as events to sign DoCs as well as occasional meetings of signatories, Geneva Call's production of well-researched articles and contributions to key initiatives to share Geneva Call's experience e.g. in the Inter-agency Initiative to Protect Education from Attack where Geneva Call's inputs are highly valued.

Geneva Call has invested in the development of its communication tools, notably with the launch of a new website in 2014. This is clearly paying off with statistics for website visits indicating an increase of over 30% in 2015 from 2014¹¹. Traffic particularly peaks in response to pro-active promotion by Geneva Call of new signings of DoCs and launch of newsletters and other reports¹². Until now Geneva Call has taken a relatively

¹¹ Website traffic: 2014 : 27 833 visitors; 2015 by December : 37 729 visitors

¹² Top peaks for website traffic - 29 January 2014 (759 page views): Launch of Geneva Call's new website (newsletter sent the same day);

opportunistic approach to external engagement, taking up invitations that seem valuable to promote the overall messages and experience of Geneva Call. But now invitations have reached a scale where staff have to rationalise which invitations for engagement and speaking events to respond to using informal criteria of whether invitations a) come with fund for travel and b) provide an opportunity to reach key partners and audiences. However, there is no influencing and communication strategy. In the future a resourced strategy with stated milestones Geneva Call aims to achieve could help to ensure all staff's efforts are working to similar short term as well as longer term aims. The development of communication tools including basic presentations could also be helpful and enable staff to represent the whole organisation as well as their own areas.

5.2 Monitoring effectiveness of Geneva Call's approach

Programmes which support the adherence to IHL and improvements in protection are notoriously difficult to assess for effectiveness given that they are in nature preventive¹³. The main way that Geneva Call monitors effectiveness in the field is by tracking compliance of ANSAs to humanitarian norms and Deeds of Commitment. Docs bring monitoring responsibilities and rights to both the ANSA and Geneva Call. When ANSAs sign a DoC they also develop an implementation plan which sets a timeframe for their activities. It also lays out the expected timing of the first compliance report the ANSA should submit to Geneva Call. The evaluation review of the frameworks of these plans and reports showed them to be relevant and comprehensive. However, interviews and document review also found that compliance reports are frequently delayed. Nevertheless the data collected in the process is a valuable component of a monitoring process.

Geneva Call also monitors secondary data and in countries of operation has built up networks and informal links with like-minded organisations. Some work with the media also aims to support the monitoring of violations of IHL though there is no obligation on the media to perform this role after Geneva Call training. More recently Geneva Call has begun to explore more formal partnerships where local organisations are contracted to perform a data gathering and monitoring role. The role can include following up reported violations which in the case of child recruitment for instance might involve visiting the families of children reported to have been recruited. If data is found which makes the report credible this is taken in the first instance to the ANSA for explanation. As described earlier there have only been three cases so far escalated to formal verification missions. Overall, together with thorough follow up by Geneva Call of violations there is a good system in place for monitoring compliance albeit constrained in its scope and depth by resourcing and access constraints. As described earlier there have been problems in gaining access to monitor in countries notably Turkey. To be able to award a DoC to an ANSA then Geneva Call needs to have the means to monitor its activity so needs a robust system to monitor in countries even when it does not have the support of that government.

In locations where ANSAs have not signed DoCs, Geneva Call continues to monitor developments through secondary data and its networks. Geneva Call does not have the same formal right here that it does with ANSAs with DoCs. However, in Lebanon there was one explicit exercise to investigate reported violations by ANSAs on all sides and the findings of Geneva Call's analysis were presented to the ANSAs. In Syria also Geneva Call monitored ANSA communication and could identify a possible impact of its training on references to IHL though not necessarily to its behaviour.

16 June 2014 (812 page views): Signature of the Deeds of Commitment prohibiting landmines and sexual violence by the Kurdish YPG/YPJ in Syria. (we sent a newsletter the same day);

9 July 2014 (751 page views) : Signature of the Deeds of Commitment prohibiting landmines and sexual violence by the Kurdish YPG/YPJ in Syria. (we sent a newsletter the same day);

28 October 2014 (986 page views): Signature of the Deeds of Commitment prohibiting landmines and sexual violence by the Syrian Hazzm Movement in Geneva. (newsletter sent on 27;)

26 November 2014 (832 page views) : 3MS conference (newsletter sent on 26);

11 August 2015 (1235 page views): August Newsletter (featuring a training in Syria to 145 members of FSA).

¹³ Insert ALNAP reference on protection

However, there is a tension in Geneva Call between its role in building a relationship, dialogue and trust with an ANSA and supporting its own monitoring and commitment to IHL with a role that could be conceived as policing ANSA behaviour which may be detrimental to the ANSA-Geneva Call relationship. Interviews with staff found a spectrum of views regarding the appropriate role or emphasis for Geneva Call.

An important recent innovation of Geneva Call has been the use of social media and in particular the development of the Fighter not Killer app to promote selected humanitarian principles. External advisers confirmed the legal robustness of the contents of the app. worryingly in training sessions in DRC and Syria the app was shared on a memory stick due to poor internet connectivity which is clearly a drawback for the success of an app. However, it is too early to say if it is a successful intervention and under what conditions. Since its launch in May 2015 there have been 2759 downloads but most of these have been in Europe and the US. This is to be expected at this stage given that it was first promoted to partners and academics. However, the key target of the app is people in countries of operation. Promotion of the app is planned for Syria, DRC and Iraq in 2016. At this stage, following promotion at community level, it will be possible to track use, engage with users and explore its effectiveness in raising awareness and supporting behaviour change. It will be important also to understand when and in what circumstances the app is a useful tool e.g. considering internet coverage; whether it should be combined with other inputs such as training and media campaigns more broadly; use of key voices to promote its acceptability e.g. community leaders or other. It was surprising to find in this evaluation that there was no expectation by the donor (Swiss government) to support and receive such follow up to the innovation it had supported. This highlights a need in Geneva Call for learning processes to formalise more explicitly learning about how its work is effective and what contributes to it not being and for donors to track effectiveness and support learning more closely and over a longer period of time for initiatives and innovations they support. This will require a consistent approach across the different parts of the Government of Switzerland that support Geneva Call.

5.3 Approach to gender

Gender is mainstreamed in Geneva Call's work and all staff demonstrate a good awareness of gender issues and approaches. One of the three DoCs addresses sexual violence and gender discrimination. External stakeholders working in DRC commented on the value of the Geneva Call approach as distinct from other organisations that tend to focus on women as victims. Geneva Call had a gender specialist in-house to develop the DoC and support its work more generally. All staff received training on the DoC for the prevention of sexual violence and gender discrimination and other related issues.

However, staff expressed some reservations about Geneva Call's gender approach. While there is wide support for a gender equity approach i.e. that one works in such a way to ensure that men and women can benefit equally from Geneva Call's work including women combatants in training, and also for the DoC for the Prohibition of Sexual Violence, there were some reservations about promoting an anti-discrimination agenda and uncertainty about how far this should go. In particular, any work that hints at social transformation, i.e. changing the power relations between men and women was thought to be beyond the scope of Geneva Call. Some staff felt that the work to promote women in peace negotiations e.g. in Philippines and Columbia may be moving in this direction and that there is a lack of clarity about the limits of Geneva Call's role. Furthermore staff raised the point that mixed teams of men and women were more likely to be successful in engaging ANSAs and in particular in some contexts male interlocutors may be necessary as well as those with some military background possibly more influential in discussions and training. Not all regional teams are mixed and so may need to consider bringing in a male/female colleague for certain meetings and events.

5.4 Programme management

Geneva Call developed and introduced a new programme planning, monitoring and reporting system in 2012-13. This has been introduced and gradually embedded into regional teams programme and organisational management processes through the annual planning process and monthly or bi-monthly

meetings between the regional and country programmes with the Directorate. It should be noted that initiatives to take forward programme management have been severely hampered by the turnover and the gap in the position of Operations Director over the past two years.

The evaluation review of a 7-country sample of documentation including stakeholder analyses, context analysis, plans and monitoring matrices over 2013-15 found these to be comprehensively used at planning stages and completed occasionally during the year to track programme progress. The formats used are aligned with the theory of change developed by Geneva Call underlying its work. This is an excellent initiative, whilst not universally supported within the organisation, but it serves to provide a coherent framework for programmes, particularly important as more diverse ways of working develop.

One key efficiency challenge emerged relating to the planning system. The evaluation found that planning and monitoring documents can be quite repetitive and staff reported it time consuming due to the process needing separate planning and monitoring documents for each theme in each country. This is unnecessary when thematic work is being carried out with the same ANSAs. The compliance reports are a further document which provides extremely valuable data on the history and progress of an ANSA in relation to a particular DoC. In addition, programme managers have developed their own systems for tracking records of violations and Geneva Call follow up (these are systems separate from the monitoring matrices used as a programme management tool and the data). The range of documents currently means there is a lot of data and detail but it is not pulled together and so it is difficult to identify the big picture and progress. It also means that staff time is probably not being used most efficiently. It is now timely to review the planning, reporting and monitoring process to see if this can be streamlined to make more efficient use of staff time and ensure that key programme management data is more easily identified in the detail of the monitoring matrices possibly linking also with the compliance monitoring processes (more in effectiveness). This is likely to be a key task of the new Operations Director in cooperation with the programmes team and other members of the Directorate in the first half of 2016 and plans are in place to collect staff feedback and possible revisions early in 2016.

The Theory of Change has been adopted for monitoring country level activity. The evaluation review of planning and monitoring documents found Geneva Call has excellent monitoring data on activities particularly workshops and participants broken down by gender, numbers of DoCs signed, details of meetings and note of significant activities by ANSA which move towards compliance or implementation of IHL. However, the higher levels of Geneva Call Theory of Change at the outcome level are not tracked systematically at a country or organisational level. Furthermore, it is very difficult to put together a picture at either ANSA or country level of progress against the original baseline of need. The fact that the planning and monitoring system is still relatively new and bedding down in Geneva Call is part of the issue but the monitoring to date showed a tendency to report activities rather than change. Furthermore, data that is held by Geneva Call is not used as well as it could be to articulate progress. For instance, an initiative to collect data on all ANSA's activity in compliance and/or violation of DoCs was stalled due to capacity constraints since 2014. This type of tool would help provide more of an overview of the big picture of Geneva Call's work particularly when put together with qualitative data explaining differences between ANSA.

Monitoring networks

Geneva Call's network of partners and consultants is extremely important; for instance in Lebanon Geneva Call has developed partnerships with some key groups and individuals who are able to carry out training and data gathering in the case of accusations of violations; in DRC Geneva Call has recently formalised partnerships with two local organisations and in Turkey Geneva Call has a partnership with a local organisation able to follow up on its work in-country given the limitations of Geneva Call access. These partnerships are formalised, involve payment for contracted services and in addition Geneva call actively supports the partner with training and other support. Geneva Call also has good informal relationships with a network of organisations at country as well as international levels which exchange information when they

hear of violations. Geneva Call has recently developed tools to support partner development e.g. assessment and standard MoUs.

While Geneva Call's informal connections with other organisations working on the ground appear to be good (though the limits of this evaluation prevented close consideration of this) the evaluation did hear contradictory views from the team about how to relate to other agencies and in particular to coordination mechanisms in-country. On the one hand some Geneva Call interviewees said they avoid engagement with coordination mechanisms particularly UN-led clusters for reasons of neutrality and efficiency (they can be time-consuming) as well as the practical difficulty of attending the meetings without staff on the ground. However, other teams report they regularly attend these meetings and have found them excellent for building their local network. Given the importance of local networks, and the growing importance of it for Geneva Call's work in the future engagement with these mechanisms is important and encouraged. The effectiveness of the formal and informal partnerships is extremely important for Geneva Call's work and will be an important factor to track more closely.

5.5 Conclusion and looking ahead

The evaluation identified a number of key factors which support success in Geneva Call's work. These include:

- a) sustained dialogue between Geneva Call and the ANSA which builds trust and understanding
- b) ANSAs already having an interest in adherence to humanitarian norms but needing skills or support to that interest put into action
- c) A structured ANSA which the DoC mode of working lends itself to
- d) A viable peace process can add strength to Geneva Call's work
- e) Excellent partners and staff and strong networks on the ground have proved crucial to ensure: engagement on the ground; building a grounded day-to-day understanding of contextual factors which can change rapidly; follow up to work and in particular when community engagement is important and; frequent contact with and support to communities and CSOs
- f) Sound and rapid assessment of a country situation and developing a long term but flexible plan with a fair degree of reliable resourcing for predictable planning.

Factors which inhibit Geneva Call's work include:

- a) The growth of loosely structured and often rapidly fragmenting ANSAs makes engagement more difficult and the use of a DoC-based approach less effective.
- b) Geneva Call is developing new ways of working for contexts where DoCs are not appropriate and/or to supplement this approach. However, Geneva Call has not yet developed ways to evaluate effectiveness of these approaches which will be a necessary basis for future strategic decisions.
- c) Insecurity in-country which makes access difficult
- d) Political opposition from governments which prevents direct access to ANSAs on their territory for training, workshops and limits their approaches for monitoring compliance. Geneva Call needs ways of working that do enable monitoring if it is to work in countries where governments are not cooperative.
- e) Unstable funding which can disrupt plans e.g. for gender training in Philippines and prevent long-term plan and programme stability and progress.

Overall, Geneva Call has an excellent attitude to learning and monitoring but lacks the capacity or at least has not prioritised resources to finalising more systematic approaches to it. For example an evaluation policy was drafted in 2010 but not completed; the PMER toolbox indicates an evaluation policy will be completed but the 2014 document has so far not been updated. At the same time, in the Policy and Legal Unit another process to track DoC compliance has been started but stalled since November 2014. The draft framework for tracking ANSA provides an excellent means to track ANSA over time for their commitments, progress against their commitments and evidence of behaviour change in a summary form. However, this remains only

partially developed and only for landmines so far. There is a plethora of good initiatives started but not completed which is a significant impediment to Geneva Call being able to demonstrate its effectiveness or to learn from its experience.

Geneva Call staff is well aware of the gaps and need.

Furthermore, donor evaluation requirements have been extremely low in relation to Geneva Call. This is good in terms of not demanding heavy processes for donor needs. However, it has led to a lower prioritisation of resources to learning and evaluation activities in-house. It was surprising to see that nearly everyone of the many HSD contract with Geneva Call relied on self-reporting as a means to know the results and effectiveness of work with the exception of work in Columbia which was supported by SDC. Given the multiple demands on staff roles, then donor focus on the tools may support efforts in-house in Geneva Call to complete their monitoring tools and ensure their application. Board emphasis in this area would also be helpful.

6. The strategic partnership

The strategic partnership between Switzerland and Geneva Call is highly valued by both partners. The partnership goes well beyond being a financial transaction but also provides a means to support both organisations' goals, building on the distinct advantages of each. FDFA has respected the independence of Geneva Call. The management of the partnership can be streamlined to reduce the transaction costs while maintaining the benefits of the partnership including financial flexibility for Geneva Call of core, flexible income and for both discourse at country and thematic or policy levels. It can be usefully supported by a longer-term partnership framework. The framework can also guide evaluation and learning approaches to ensure a consistent approach across departments holding contracts with Geneva Call.

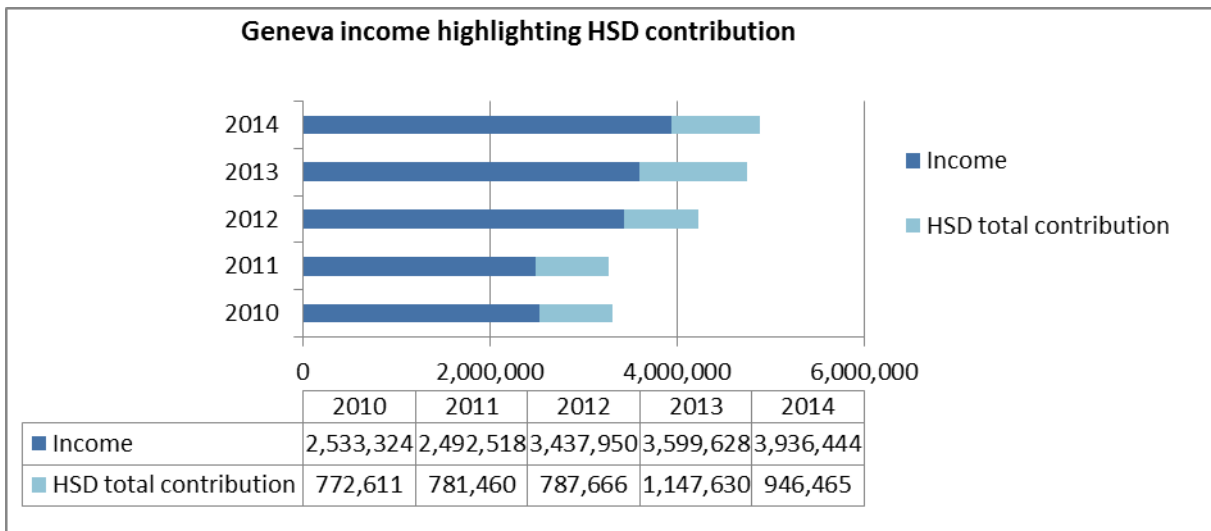
6.1 Goals and content of the partnership

The Swiss partnership with Geneva Call fits within the overall Swiss policy on protection and its approach to partnership which was reaffirmed in the FDFA paper on strategic partnerships in 2010 i.e. "*..In particular Switzerland should cultivate a network of partnerships with international organisations, like-minded states and institutions from the fields of science, business and civil society in order to exchange experience, effectively advocate Swiss concerns and to combine out our own capacities with those of others:*"¹⁴

Switzerland makes three types of financial contribution to Geneva Call's activities: firstly an annual core contribution currently at 500,000 CHF for 2015 and has been at this level for a number of years; secondly, funding of thematic programmes recently this included funding for Geneva Call's work on protection of children and against sexual violence and; thirdly, FDFA makes specific project grants usually at the country level.

The overall goals of FDFA's financial contribution are to support the work of Geneva Call in line with its overall strategy and annual workplan as well as in response to specific proposals. FDFA also provides practical support e.g. enabling visas for representatives of ANSAs to visit Geneva, hosting events which give weight to Geneva Call's work particularly important at the beginning of work in any country as well as at any sensitive time in-country e.g. in Philippines for the start up of the verification mission and in Lebanon at the start up of Geneva Call's work there. Geneva Call reports that being a strategic partner of Switzerland is helpful in their negotiations in-country.

³ PA IV STRATEGIC PARTNERSHIPS CONCEPT



FDFA support to Geneva Call increased year on year until 2014. Core funding has been consistent at CHF 500,000 and project and thematic funding totalling between around an additional CHF 250,000 to a high of over CHF 600,000 in 2013. FDFA funding made up around 30% of Geneva Call’s income, declining to 24% in 2014 with the growth of other funding for Geneva Call.

6.2 Managing the partnership

The strategic partnership is managed by the multi-lateral peace policy department in HSD, mainly for historical reasons because this is the department holding global partnerships with agencies relevant to humanitarian mine action, which was the original focus of Geneva Call. Grants have also been made by the humanitarian policy department for thematic work, by the peace policy department and SDC for country-specific projects and by ILD for thematic work in this area. This makes for a large range of people in FDFA with connections to Geneva Call.

Annual agreements for core contributions are signed by both partners. These follow submission by Geneva Call of its annual plan and budget along audited accounts for the previous year. In the past three years signature of these agreements have been in April, July and June of the year for which funding is designated. This is late for 12 month funding.

Project and thematic funding agreements are signed during the course of the year depending on when proposals are submitted and finalised. Project agreements include funding by FDFA for a project audit to verify expenditure is in line with final financial reporting on the project.

FDFA does not require any additional reporting on core contributions beyond Geneva Call’s standard annual report and set of accounts. Geneva Call produced a more detailed annual report for key donors in 2014. Project funding requires six and twelve monthly reporting.

There are regular meetings between FDFA and Geneva Call with usually six-monthly meetings between the Head or Deputy Head of HSD with the Executive President and senior managers of Geneva Call. In addition there is regular communication between FDFA and Geneva Call focal points for the partnership i.e. currently Maud Bonnet in Geneva Call and François Garraux in HSD. In addition the relevant managers of other projects directly funded by FDFA are in contact with their counterparts in Geneva Call. Where there is no direct project relationship there appears to be very limited contact between geographical area managers in the Peace department with their counterparts in Geneva Call.

Despite being a strategic partner of Switzerland there is no overall strategic partnership agreement laying out roles, responsibilities, longer-term expectations of results of cooperation and Geneva Call's work and of the anticipated duration of the partnership. All agreements are annual or project based.

6.3 Challenges

Three key challenges to effective and efficient partnership management emerged during the course of the evaluation.

First, the number and range of people in FDFA contractual relationships with Geneva Call makes for a) heavy transactions costs associated with the cooperation and b) difficulties for all those engaged to be aware of the full picture of cooperation and c) coordination challenges to ensure consistency across FDFA. There are occasional meetings of all the staff involved with Geneva Call and information on the current content of the partnership is held and available from the Geneva Call focal point in HSD but this is not immediately accessible from any central database of similar platform. Also there is no consistent approach to evaluation across Swiss department managing contracts with Geneva Call which has meant that other than in Columbia the results of Swiss support have not been independently reviewed for more than ten years. It should be noted that this evaluation did not undertake evaluation activities on the ground so is limited in its ability to comment on impact of Geneva Call.

Secondly, in 2015 a difficulty arose with confusion regarding the various funding lines between FDFA and Geneva Call and how they can be tracked and distinguished. This seems to have stemmed from the fact that FDFA was providing thematic support and for the first time this was linked to country-specific activities as opposed to policy work or activities such as the development of a new DoC. Geneva Call sensibly is able to present its work according to thematic or geographical interest which is useful to meet the range of different donor interests but presenting the same budget to the same donor in different configurations is confusing and makes it difficult to track funding.

Lastly, Geneva Call reports that it can be confusing at times to know who is the key person to engage with in FDFA given the range of budget holders and other informal contacts involved in the cooperation.

6.4 Conclusion and looking ahead

The cooperation between Geneva Call and Swiss government is beneficial to both. But it seems a simpler partnership arrangement could reduce the transaction costs for both organisations by reducing the number of interlocutors without losing the policy and operational engagement between staff that is valued on both sides. The partnership could usefully be located in a longer term framework to give more clarity to the longer term goals of cooperation and security to Geneva Call regarding its future funding situation at least for core and thematic policy-related work. Agreed annual milestones and thematic priorities can provide useful indicators, which if achieved trigger the next phase of funding so ensuring accountability and entry points for HSD-Geneva Call thematic and policy dialogue. Country projects remain well managed in the peace policy department where the additional connection they provide country programme managers in HSD to Geneva Call and vice versa is useful.

6. Conclusions and recommendations

Relevance

Geneva Call has established a distinct niche in the humanitarian sector with its work to promote adherence to humanitarian norms through its access to and practical engagement of armed non-state actors. The innovative tool, the Deed of Commitment is highly valued. The places, actors and themes on which Geneva Call works are relevant. Geneva Call has been challenged to respond to newly arising needs, challenging contexts and by more fragmented and loosely structured ANSAS. It is now developing new approaches to respond to work in these contexts but these present additional organisational challenges in terms of capacity, prioritisation and demonstrating effectiveness. Furthermore, there are a number of key trends Geneva Call will need to respond to in its new strategy to ensure sustained external perceptions of its relevance. These include articulating its response to counter-terrorism and counter violent extremism

legislation as well as new, high profile and sometimes transnational ANSAs including those which reject the basis of IHL. Given Geneva Call's relevance to a large number of contexts it faces a number of strategic choices of where to focus in its next strategy. These include choices about the breadth or depth of work in any one country; thematic focus; nature of ANSAs on which to focus; duration of engagement in a country and exit strategies; cooperation and coordination with other organisations and how to relate to other organisations also working with ANSAs.

Efficiency

Geneva Call is an efficient organisation making good and careful use of its resources. It has successfully grown its funding base in terms of numbers of donors and scale of funding. A key challenge lies ahead in managing the successful transition at the leadership level. Another challenge is to establish a more secure funding base necessary for planning and implementation of long-term programmes necessary given the nature of Geneva Call's work. A way forward is pursue managed growth. This will need the support of key donors and therefore their involvement in the strategy development process.

Effectiveness

Key results of Geneva Call include the number of ANSAs engaged, DoCs signed and compliance measures taken by ANSA which indicate the effectiveness of the Geneva Call approach. But it is necessary now to go beyond these process indicators to be able to demonstrate more fully the impact of Geneva Call's work in terms of behaviour change of ANSAs and the impact of these efforts for communities. Geneva Call has started a number of initiatives to improve and systematise monitoring efforts and also holds a wealth of data but it is not fully utilised to show progress or to be able to identify gaps. Effective monitoring and evaluation processes will become yet more complex but also more urgent as Geneva Call's ways of working diversify into even more complex environments where access is difficult, where governments might not support its work and where it prioritises a community-based approach which do have such tangible milestones as signing of a DoC. More in-depth and systematic monitoring and evaluation will both serve to demonstrate Geneva Call's public profile but also its internal learning and that of the sector too about what works, where and under what conditions. Despite the internal capacity and resourcing constraints as well as those posed by the complexity of assessing change in such situations, Geneva Call is well placed to explore, document and share learning about how to promote respect for humanitarian norms by ANSA. Attention is need to establish and implement robust monitoring systems across its programmes urgently to enable learning internally and sharing externally progress towards Geneva Call's aims.

Aided by its long-term engagement in selected contexts, relationships with ANSAs and strong contextual knowledge, Geneva Call is in a position to play an important role in the sector as a source of knowledge on ANSAs, IHL adherence and change. However, it is not currently resourced or equipped to do this (e.g. in terms of staff skillsets to manage research).

The partnership

The strategic partnership between Switzerland and Geneva Call is highly valued by both partners. The partnership goes well beyond being a financial transaction but also provides a means to support both organisations' goals building on the distinct advantages of each. FDFA has respected the independence of Geneva Call. The management of the partnership can be streamlined to reduce the transaction costs while maintaining the benefits of the partnership including financial flexibility for Geneva Call of core, flexible income and for both, of discourse at country and thematic policy levels. Switzerland is well placed to take a leadership role with other donors to support a managed organisational development process to support its medium term strategy.

Looking forward

The external context poses a number of challenges to which Geneva Call will need to respond. Key issues relate to increased challenges for access to humanitarian contexts, growing needs, diversifying types of ANSA and emerging legal frameworks in many countries to counter terrorism and violent extremism. A key internal challenge safeguarding resources to develop and implement a robust approach to demonstrate Geneva Call's effectiveness. Another priority will be to resolve current dilemmas e.g. regarding Geneva Call's role in monitoring and make strategic choices for its future direction through the strategy development process in 2016.

Some of the key choices lie around:

- Whether to take an approach that prioritises a “deep approach” which, given finite resources, will limit the number of ANSAs, countries and themes with which Geneva Call works versus a broader approach which in turn would limit the extent to which it works in any one context, theme or ANSA.
- Focusing work on ANSAs where Geneva Call has the tools for engagement (DoC) and strong chance of progress versus a focus on hard-to-reach ANSAs, which are more difficult to work with but often high profile and in the public domain.
- Engaging ANSAs and building a strong relationship with them versus acting as the independent compliance monitoring body which may risk relationships.
- Establishing a strong focus to Geneva Calls work which will mean excluding some options of where or what to work on versus maintaining the flexibility to respond to all new opportunities and needs.

Any expansion of Geneva Call in terms of themes and/or geography will need to be extremely carefully managed. Expansion will need a) tools to support implementation including monitoring and tools to demonstrate effectiveness b) staff time to maintain a deep understanding of operational contexts and c) long-term resourcing given the long-term nature of Geneva Call work d) skills and capacity development of staff for any new theme e) consideration of ANSA capacity to cope with an additional thematic area. A very focused approach to the selection of ANSAs and themes for engagement will be important. Expansion should be based on analysis of the internal implications of it as well as external analysis of need and feasibility.

Recommendations

Geneva Call is entering a crucial phase of its development with the transition in its leadership and in 2016 the process to establish a new strategic plan. Below are a series of recommendations that aim to support the development of the organisation and partnership and take advantage of opportunities a new phase of planning brings.

7.1 To Geneva Call

1. Strategy Development process

Develop a participatory process to develop the new medium term strategy (3-5 years) which actively engages key stakeholders of Geneva Call including key donors, partners, advisors and others.

2. Strategic choices

Work through, decide and then communicate the organisational stance and rationale for strategic choices in relation to key strategic dilemmas. These include articulation of:

- a. Criteria for where to work and how this is prioritised and types of context where Geneva Call does not work
- b. Criteria for selection of ANSA to work with and any limitations;
- c. When and how to exit from contexts;

- d. Geneva Call role in peace processes and in gender relations;
- e. Broad strategy at country level (depth or breadth);
- f. Response to key contextual issues of counter-terrorism legislation, counter-violent extremism measures.

3. Growth

Plan growth over the medium term for financial stability and organisational development.

Geneva Call needs to grow further in its resource base and programmatic scale to be able to achieve a level of stability. However, growth requires investment and strong internal systems for programme development and management e.g. monitoring and evaluation tools and processes. It also needs a more clearly articulated strategy of its intended expansion, milestones and anticipated results over the next five years.

4. Funding base

Diversify the funding base. Expand the scope of the proposed funding review beyond review of private donors to consider also i) tapping more aggressively into decentralised donor and other country-based funds ii) undertaking consultancy services at higher rates for organisations that want to access its knowledge and expertise, though this should be approached with care to avoid diversion from Geneva Call's core mission iii) working in partnership with others to be able to secure larger grant available from some donors.

5. Leadership transition

Plan for leadership transition and stability. Explicitly commit to recruit a new Chief Executive Officer in addition to the three-person Directorate upon the retirement of the current Executive President and agree a timetable for this. Develop a communication strategy to ensure key stakeholders are aware of the change and their confidence maintained.

6. Thematic expansion and internal capacity

Base any thematic expansion on internal analysis of needs and capacity as well as external analysis of need and feasibility. Undertake analysis of the skills required, training for staff, and implications for ANSAs including risks (e.g. DoC overload in terms of reporting) and how these will be managed.

7. Monitoring and evaluation

Track effectiveness more consistently. Prioritise resources to develop, embed and refine tools for monitoring and evaluation of effectiveness of Geneva Call's work at ANSA and country level. In particular these should aim to provide the "big picture" story of progress and change (or lack of) at ANSA, country and thematic levels rather than only outputs (DoCs, ANSAs engaged) and activities (training workshops). Monitoring and evaluation should also seek to identify lessons for what works in different conditions. In addition tools to monitor effectiveness of community-based approaches will be important to develop. Furthermore, more in-depth review of how best to monitor the DoCs on child protection and preventing sexual violence will benefit from review of any distinct challenges that need to be incorporated into monitoring tools.

8. Build research capacity

Take advantage of Geneva Call's resources in terms of knowledge, relationships with ANSAs and data to build a research capacity. Develop a plan for learning and more in-depth research processes (which go beyond project and programme evaluation). Focus on a) long-term change and how that occurs at ANSA, country and thematic levels b) learning about how Geneva Call can be most effective e.g. tools, adaptation for context, other. This can be a valuable resource for the sector as well as to embed Geneva Call's role as a leader in the field.

9. Internal management processes

Streamline planning and monitoring processes. Refresh the planning and monitoring processes and identify key management information needed to track the progress and effectiveness of programmes. Cut down any duplication of paperwork in reporting and monitoring processes and support the tracking of progress and effectiveness. Ensure internal management includes tracking the strength of Geneva Call networks and partnerships, external advocacy aims and progress as well as progress in ANSA engagement and compliance with humanitarian norms.

10. External communication and influence

Develop a communication and influencing strategy with measurable, short and medium-term aims (3-5) years. The strategy should include a) the debates want to influence and changes Geneva Call wants to see in international and national discourse and will actively contribute to; b) the profile Geneva Call aims to achieve and c) audiences Geneva Call aims to reach.

11. Governance

Develop Key performance indicators that the Board tracks regularly. These should include:

- a) Human resource management performance including turnover and time to recruit new staff
- b) Programme effectiveness-given the widening range of approaches to Geneva Call's work it is important to go beyond the numbers of ANSAs engaged and deeds of commitment as an indicator of progress and performance.
- c) Communication and influencing work- progress against measurable aims linked to Geneva Call profile and influencing in the sector.

12. Networks and thematic expertise

Build a network of people with thematic expertise and understanding of Geneva Call work. These may be in the thematic areas of Geneva Call's work; be in particular skills e.g. training, social media, other and be based at country/regional or international levels. The advisory board is a good initiative in this direction and it could possibly be used more actively in strategy development.

To FDFA

1. Management of the partnership

Move management of the strategic partnership to the humanitarian policy department. Merge thematic and core funding into a common grant which provides flexibility for Geneva Call but has some annually agreed defined thematic products and results. Maintain additional country-specific links and funding as appropriate. Develop a consistent approach to evaluation across funding contracts and departments.

2. Strategic framework for the partnership

Develop an MoU or similar document which frames the Geneva Call-HSD partnership in a longer term strategic framework with detail of the expected length of the partnership (e.g. in line with the Geneva Call strategy), roles and responsibilities of each party, anticipated funding levels for core and thematic work subject to satisfactory progress and results of annually agreed key targets and ways of reviewing the partnership.

3. Build research capacity in Geneva Call

Consider additional, ear-marked resourcing for Geneva Call's work to build learning on how ANSAs can be effectively supported to observe humanitarian norms e.g. through annual learning/research/evaluation processes which focus on a particular theme, ANSA, country or issue.

These should take a long-term perspective and go beyond any individual project evaluation which by definition assesses only short term results. Invite other donors to join these as shared ventures.

4. Leadership among donors

Take a leadership role among other core donors of Geneva Call. Encourage counterparts in other core donors to work together to support the development and implementation of a medium term strategy in ways that support learning and effectiveness as well as organisational growth and stability.

5. Linkage to embassies

Facilitate occasional meetings between Ambassadors and Geneva Call as appropriate e.g. in relation to queries on monitoring and verification processes to enable sensitive information to be shared on how Geneva Call works.



Annex 1 Terms of Reference

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Federal Department of Foreign Affairs FDFA

Directorate of Political Affairs DP

Human Security Division

Peace, Human Rights, Humanitarian Policy, Migration

K.234.30-3-1/01

Terms of References

(27.07.2015)

Evaluation of the Swiss strategic partnership with Geneva Call

I. Background and context of the Evaluation

1. Geneva Call (Appel de Genève) is a neutral and impartial non-governmental organisation dedicated to the protection of civilians through the promotion of respect by armed groups for international humanitarian norms in armed conflict and other situations of violence. The activities of Geneva Call focus on the respect for these norms particularly in the context of anti-personnel mines, children in armed conflict, sexual violence in armed conflict, and training in the respect of the International Humanitarian Law (IHL) in general.
2. Switzerland, represented through the Swiss Federal Department of Foreign Affairs (FDFA), attaches great importance to the protection of civilians in armed conflict through the respect for IHL as well as other humanitarian norms and standards as essential fundamentals of our humanitarian tradition, of peace and security. Moreover, Switzerland is of the view that the protection of civilians in armed conflict and the peaceful resolution of contemporary conflicts actually require, and substantially benefit, from including aspects related to armed groups. Furthermore, Geneva Call is active in a field, in which it is – at times – difficult for a governmental actor to be involved. Therefore, the engagement of Geneva Call is often complementary to diplomatic and other activities of Switzerland.
3. For these reasons, Switzerland supports the work of Geneva Call since the organisation's inception in 2000. The organisation has become a strategic partner of FDFA's Human Security Division (HSD). Switzerland's support to Geneva Call includes both an annual financial core contribution and project related contributions.
4. In this context, it is important for Switzerland to periodically review the work of and the cooperation with strategic partners. This allows benefiting from an external evaluation, which formulates recommendations to Geneva Call as well as to Switzerland on how the partnership could further be improved and how the cooperation between Switzerland and Geneva Call could further be optimised.
5. In addition, the evaluation will also take place in the context of forthcoming political decisions on superior levels such as the Parliamentary Message on International Cooperation 2017-2020. The

Message will have a directive impact for both the cooperative engagement of Switzerland and the operational partners of Switzerland in this domain in general. The evaluation does therefore not only serve as a periodical review in the interest of the Switzerland, but also as an opportunity to reflect on the mid- and long-term strategic management of Geneva Call's activities. The evaluation is therefore set up in a participative manner between Switzerland and Geneva Call.

II. Basis, aim and purpose

6. Switzerland will conduct **an external evaluation, led by the HSD of the FDFA**, should be conducted in order to identify strengths, weaknesses, opportunities and threats of the work of Geneva Call that have an implication for the strategic partnership.
7. The **overall aim of the evaluation** is to gather concrete recommendations in the light of the planning process for the next five years of Geneva Call, as well as for the co-operation (strategic partnership) between Switzerland and Geneva Call. The evaluation will therefore assess the quality of the work of Geneva Call (efficiency, effectiveness, relevance, sustainability, gender).
8. The goal of the evaluation is to provide recommendations with a mid-term perspective (five years) that focus on
 - a. the potentials, opportunities and risks of Geneva Call's work in core domains such as anti-personnel mines, protection of children in armed conflict, prohibition of sexual violence and gender discrimination, as well as the general promotion of international humanitarian law,
 - b. the potentials, opportunities and risks to Geneva Call's work in the wider context of the protection of civilians, peace and security, humanitarian aid, humanitarian policy, and development cooperation,
 - c. Geneva Call's balance between thematic diversification and implementation of existing standards (Deed of Commitment),
 - d. management stability and financial sustainability, and
 - e. The content and coordination of the donor relation between Geneva Call and Switzerland.
9. In the light of other evaluations already conducted on Geneva Call within the past 1-2 years, the following aspects can be **excluded** from this evaluation:
 - a. impact of individual field projects and impact of the work of the organisation as a whole in the field;
 - b. IT and IT-security of Geneva Call's infrastructure.

III. Questions for the evaluation / Criteria and Indicators

10. The evaluation should particularly answer the following **questions**:
 - a. Efficiency (output with regard to the cooperation in policy and projects):
 - i. Are the activities of Geneva Call appropriate to the objective(s) and the mandate?
 - ii. Were the allocated funds used efficiently?
 - iii. Were efficient collaboration structures with partners and donors (esp. CH) established?
 - iv. Were adequate human resources at disposal?
 - v. What is Geneva Call specific approach compared to other organisations?

- vi. Are the goals of the co-operation, as defined in the context of the agreements for core contribution and individual projects, attained with reasonable effort?
 - vii. What is the assessment/evaluation of Geneva Call's programme and project management (proposal, programme and project design, budgeting, guidance and decisions, reporting)?
 - viii. With regard to projects, are the approaches and solutions proposed by Geneva Call pragmatic and realistic?
 - ix. What are the monitoring mechanisms by Geneva Call on projects supported by Switzerland? Do they provide an opportunity for Switzerland to intervene, if needed?
- b. Effectivity (outcome with regard to the political goals of Switzerland):
- i. What are the tangible outcomes that can be attributed to Geneva Call's work?
 - ii. To what extent are Geneva Call's objectives achieved and which are the factors that influence the achievement (or non-achievement)?
 - iii. How does Geneva Call manage its institutional learning?
 - iv. How do the outcomes of Geneva Call's work contribute to the overall goals of Switzerland's human security policy (as part of its foreign policy, with a particular focus also on challenging peace processes and actors)?
 - v. Do monitoring mechanisms within Geneva Call provide information on the possible achievement, or lack thereof, early enough?
- c. Relevance:
- i. Are the major topics, in which Geneva Call is engaged in, still relevant to needs and demands in contexts / places where Geneva Call operates?
 - ii. Are the contributions by Geneva Call considered to be relevant by the respective constituencies (here: particularly donors)?
 - iii. Are the strategies adopted by Geneva Call appropriate and meaningful? How are Geneva Call's activities related to the core tasks of the portfolio of the Human Security Division?
- d. Sustainability:
- i. How sustainable are the results initiated through the strategic partnership?
 - ii. What is the strategic outlook for Geneva Call?
 - iii. How sustainable is the financing of Geneva Call's activities (incl. the ability for co-financing)?
- e. Gender: Are relevant gender aspects respected?

11. The evaluation should make use, inter alia, of the following **criteria and indicators**:

- a. success in achieving a sustainable balance between institutional stability (at headquarters in Geneva) and a sensible extension of field missions;
- b. long-term plans in view of addressing possible changes in the organisation's top management within the coming years;
- c. operational emphasis on thematic diversification or implementation of existing deed of commitments / standards / guidelines;
- d. interrelation between the operational emphasis / the choice of themes to be treated by Geneva Call, and Geneva Call's financial sustainability (based on donor contributions)
- e. operational decision based on thematic approaches or geographical approaches, and ability to address the potentially overlapping nature of the two approaches;

12. The above order of questions, criteria and indicators does not represent any priorities or emphasis on specific aspects; all of the above is to be treated in an equal way.

IV. Requirements to the expert

13. All of the following competences and skills are required for the evaluation:

- a. the Expert should hold an independent position, and in particular not be an employee of the Swiss Federal Administration, Geneva Call, or a direct project partner of Geneva Call, and was not at any time employed by these institutions within the past 24 months
- b. The expert should have proven experience and competence in evaluating partnerships between governmental and non-governmental organisations in the domain of peace and security (i.e. peace promotion, peacekeeping and peacebuilding, international humanitarian law and human rights, humanitarian policy, sustainable development, etc.)
- c. The expert should have proven experience and competence with regard to organisational development, management, etc.
- d. the expert should have an advanced knowledge of humanitarian norms and international humanitarian law,
- e. The expert should be sensitive to gender issues.

V. Procedure, organisation, and timeframe

14. With regard to the procedure, the evaluation should in a first phase include the in-depth study of documentation, including the strategic documentation of Geneva Call, reports, project documents of the FDFA (financial requests), etc.

15. With regard to the procedure, the evaluation should further include interviews with representatives from Geneva Call, principally at headquarters in Geneva; on selected occasions interviews can also be planned in the field, if deemed useful and necessary and within budget. Interviews should be conducted with members of Geneva Call's board, advisory board and directorate, as well as with experts, desk officers etc. Moreover, interviews should include the relevant stakeholders of the FDFA (particularly HSD, DIL, DDC, and Mission Geneva. Mission New York as well as relevant embassies / co-operation offices) as well as with external partners. Interviews with operational partners of Geneva Call in the field are welcome, yet not required.

16. The evaluation will be overseen by a steering board consisting of project officers of the FDFA directly involved in the strategic partnership and/or projects of Switzerland with Geneva Call. Throughout the whole evaluation and strategy review process, the steering board will meet regularly on working level in order to analyse the current status and to decide on the further steps. The independence of the evaluating expert is guaranteed at all times of the evaluation process.

17. The following timetable is suggested:

Until 1 July 2015	Finalisation of the TOR for the Evaluation
From end of July	Publication of the TOR / call for applications

2015 on	
Until 28 August 2015	Selection of the evaluation expert
Until end of September 2015	Financial requests and contract
October – December 2015	Evaluation according to TOR / mandate
Until 18 December 2015	Submission of preliminary draft report (for consultation) to both the steering board (FDFA) and Geneva Call
Until 31 January 2016	Finalisation of the Evaluation Report, Submission of the final report to both the steering board (FDFA) and Geneva Call
1 March 2016	Finalisation of management responses by Geneva Call and the Steering Board (FDFA)

VI. Reporting and Follow-up

18. A report should be submitted to both the steering board (FDFA) and to Geneva Call at the end of the evaluation (due date: see timetable); intermediate reporting is welcome, but not necessary, given the relatively short periods of time available.
19. The expert's report should be comprehensive, yet concise, focusing particularly on tangible recommendations. A maximum length of 20 pages (excluding annexes) is recommended. The report can be written in English or a Swiss official language (to be agreed in advance).
20. The report will be unclassified and falls under the principle of freedom of information (as the costs of and the management response to the evaluation do).
21. Geneva Call will finalise a management response and communicate the relevant decisions of the management response to the FDFA.
22. The Steering Board (FDFA) will conclude the evaluation with a management response. It will communicate the relevant decisions of the management response to Geneva Call.

VII. Other information

23. The relevant documentation will be accessible without restrictions for the evaluating expert, except for cases of classified information according to the Ordinance of 4 July 2007 on the Protection of Federal Information (SR 510.411; status as of 1 January 2015).
24. The point of contact for **applications** as well as for the evaluation itself on the side of the FDFA will be the focal point for the strategic partnership with Geneva Call within the Human Security Division, Mr. François Garraux (francois-philippe.garraux[at]eda.admin.ch).
25. The point of contact for the evaluation on the side of Geneva Call will be the Head of Communications and External Relations, Mme Maud Bonnet (mbonnet[at]genevacall.org).
26. The total **budget / costs** for the evaluation should not exceed 28'000 CHF.

Annex 2 List of Evaluation Participants

External

Laila Alodat	Crisis Response Programme Manager	WILPF
Anna Akerlund	Programme Specialist, Humanitarian	SIDA
Veronique Aubert	Senior conflict and humanitarian research and policy adviser	Save the Children
Olivier Bangerter	Thematic team leader	UN Office of the Coordination of Humanitarian Affairs
Arianna Calza Bini	Director	Gender Mine Action Programme (GMAP)
Bruno Donat	Head of Geneva Office	UN Mine Action Service
Steven Haines	Professor of Public International Law	GCPEA
Eammon Hanson	Strategic Global Advocacy Advisor	War Child
David Harland	Executive Director	Centre for Humanitarian Dialogue
Charu Hogg	Interim Co-Director	Child Soldiers International
Maria Lensu	Policy Officer, International Humanitarian Law	ECHO
Ingrid MacDonald	Director Geneva and Humanitarian Policy	NRC
Naz Modirzadeh	Director	Harvard Law School Program on International Law and Armed Conflict (PILAC)
Audrey Palama	Adviser in Dialogue with non-state actors	ICRC
Pascal Rapillard	Head of External relations	Geneva International Centre for

		Humanitarian Demining (GICHD)
Gabor Rona	Professor of Law	Cardoza Law School
Robert Roth	Director	Geneva Academy of International Humanitarian Law and Human Rights
Ibrahim Sesay	Child Protection Specialist	Unicef
Bede Shepperd	Deputy Director	Children's Division
Ingrid Schoyen	Senior Adviser, Humanitarian Affairs	NORAD

FDFA Participants

NAME	POSITION	ORGANISATION
Mr. Gregorio Bernasconi		FDFA - Human Security Division, Peace Policy III , MENA Region
Ms. Charlotte Bleisch	<i>Former collaborator</i>	Bern
Mr. Tiziano Balmelli	Head	FDFA - Human Security Division
Mr. Vincent Conus	Deputy Head	FDFA - Human Security Division, Peace Policy II , Sub-Saharan Africa / Latin America
Ms. Sabrina Dallafior	Deputy Head	FDFA - Human Security Division
Ms. Cornelia Genoni		FDFA - Swiss Development and Cooperation Agency Europe/Asia/Americas
Mr. François Garraux	Deputy Head	Multilateral Peace Policy.
Ms. Samira Kumba Usman		FDFA - Human Security Division, Peace Policy II , Sub-Saharan Africa / Latin America
H.E. Mr. Walter Haffner	Ambassador	FDFA - Swiss Embassy to Turkey
Ms. Sarah Lorenzon		Finance & Administration
Ms. Céline Morgan		Peace Policy III, MENA region
Ms. Claudia Moser	Deputy Head	FDFA - Human Security Division
Ms. Marielle Mumenthaler		Humanitarian Policy
Mr. Roland Salvisberg	Head	FDFA - Human Security Division Peace Policy I Europe/Asia/Mediation
Ms. Nicole Schneider	Head	FDFA - Human Security Division, Finance & Administration
Mr. Michael Siegrist		Directorate for International Law

Geneva Call participants

Directorate

Sami Ben Ayer

Head of Finance and Administration

Vaud Bonnet

Head of Communications and External Relations

Elizabeth Dercey Warner

Executive President

Operations

Mehmet Belci

Director for the Middle East and Senior Adviser

Pascal Bongard

Director of the Policy and Legal Unit

Marie Coutin

Programme Manager for Africa

Armin Kholi

Programme Manager for the Middle East

Chris Rush

Programme Manager for Asia

Ann-Krisin Sjobert

Programme Director for Latin America and the Kurdish region

Board

François Tissoft

Annex 3 Documents reviewed

Geneva Call documents

- Strategies 2010-13; 2014-16
- Statutes
- General presentation- missions, approach management framework 2014-15 and 2015-16
- Annual reports - 2012, 2013,14,
- Financial annual report - 2010, 2011, 2012, 2013, 2014
- Country documentation for Burma/Myanmar, DRC Lebanon, Philippines, Somalia, Syria, Turkey - 2013-15 planning, monitoring matrices, contracts, logframes, context analysis, donor proposal and reports, financial statements 2010-15
- Budgets- initial and actual 2014, 2015 and 7 focus countries 2010-14
- PMER Toolbox
- Report from the 3rd meeting of signatories 2014
- Jonathan Somer, Exploratory assessment : preparing the ground for the future of Geneva Call 2014
- Recommendations on Deeds of Commitment on displacement
- Engaging armed actors in a landmine ban- Progress report 2000-07
- List of projects
- Operational risks and mitigation measures
- Partner screening
- Template for Memorandum of Understanding with partners
- Compliance reports and implementation plans - HPG, CNF, LM
- Armed non-state actors current trends and challenges 2015 DCAF working paper
- Bongard, P and Sumer, J. Non-state actor compliance with humanitarian norms: a look at international mechanisms and the Geneva Call Deed of Commitment
- Study - Children at risk in the Palestinian Refugee Camps (2015)

Evaluations

2003	Rasolomana, F. Geneva Call evaluation and recommendations	
2008	Engaging Armed Non-State Actors in the South Caucasus in the Anti-Personnel Mine , Vicken Cheterian	Ban
2010	Colombia Project Field Evaluation Report Eric Zellweger	
2010	Evaluation of Geneva Call's work in Francophone Africa, Anki Sjoberg	
2010	Burma/Myanmar Project Field Evaluation Report by Raj Rana	
2010	Meta- evaluation, Rana Raj	
2011	Informe de Evaluacion externa: Proyctor "Fortalecimiento de la acción contra la/os MAP/REG ymitigación de los riesgos para poblaciones indígenas en el Sur occidente Colombia by Miller, A.	de
2014	Contribución a la autoprotección de comunidades indígenas afectadas por el conflicto armado en el suroccidente de Colombia by Mililer, A and Navarro, R.	

- 2014 Report on the internal review of the systems of Geneva Call, Ernst and Young and Geneva Call signed management letter
- 2015 Evaluation of Geneva Calls work in Lebanon 2010-15, terms of reference

FDFA/HSD

- 2012 For peace, human rights and security
- 2013 Strategy on the protection of armed civilians
- 2010-15 Core contribution and project specific agreements, proposals, credit requests and annual reports
- List of priority countries
- Guidelines for the submission of funding applications/budgeting

Bibliography

- Vite, S. Typology of armed conflicts in international humanitarian law: legal concepts and actual situations, ICRC in International Review of the Red Cross, 2009
- Clapham, A. Human rights obligations of non-state actors in conflict situations in ICRC International Review of the Red Cross, 2006
- Hofmann , C. and Schneckener U.,
Engaging non-state armed actors in state and peace-building: options and Strategies in International Review of the Red Cross, 2001

Annex 4- Evaluation tools

Evaluation of Strategic Partnership with Geneva Call

Interview and discussion checklist for FDFA meetings

Evaluation back ground

Geneva Call (Appel de Genève) is a neutral and impartial non-governmental organisation dedicated to the protection of civilians through the promotion of respect by armed groups for international humanitarian norms in armed conflict and other situations of violence. Switzerland has supported the work of Geneva Call since its inception in 2000. It is a strategic partner of FDFA's Human Security Division.

FDFA commissioned an evaluation which is taking place between October -December 2015. It is desk-based and does not involve any country visits but may include interviews with key stakeholders at country level.

The aim of the evaluation is to identify strengths, weaknesses, opportunities and threats of the work of Geneva Call that have an implication for the strategic partnership and in particular to generate concrete recommendations for the next five years including consideration of the following.

- the potentials, opportunities and risks of Geneva Call's work in core domains such as anti-personnel mines, protection of children in armed conflict, prohibition of sexual violence and gender discrimination, as well as the general promotion of international humanitarian law,
- the potentials, opportunities and risks to Geneva Call's work in the wider context of the protection of civilians, peace and security, humanitarian aid, humanitarian policy, and development cooperation,
- Geneva Call's balance between thematic diversification and implementation of existing standards (Deed of Commitment),
- management stability and financial sustainability, and
- the content and coordination of the donor relation between Geneva Call and Switzerland.

Discussion checklist

All interviews will be treated confidentially. The final evaluation report will have an annex including the names of all interviewees but comments will not be attributed to individuals in the evaluation report without permission. This guide serves to support interviews and discussions. It will be adapted to be relevant for each interview.

General

1. Please tell me about your work and how it links with that of Geneva Call?
2. How does the work of Geneva Call contribute to the strategic priorities of Switzerland and aims in its human security policy? And the aims of FDFA and your area of responsibility in particular?

Effectiveness

3. What has gone well in Geneva Call's work?
4. What are three significant achievements that you know of in the past five years?
5. What is the distinctive contribution of Geneva Call, different from other organisations?
6. What are the major challenges they face in their work? Do you have any specific example?
7. What could they do better?
8. Do you have any specific recommendations to Geneva Call on how to make its work more effective?

Strategic development

9. How is the environment changing in which Geneva Call operates?
10. Are there new opportunities or challenges emerging for them - at country or thematic levels?
11. What are the implications for needs?
12. What are the implications for their work and the partnership with FDFA?

The partnership

13. What is your role in managing and maintaining the partnership between FDFA and Geneva Call?
14. What goes well in the partnership between FDFA and Geneva Call? Consider communication, information exchange, complementarity of roles, synergy in each organisation's strategic priorities, other.
15. What is difficult? Any specific examples? (as above)
16. Do you have any specific examples to either Geneva Call or FDFA on how to improve the partnership and its management?
17. Any other comments? Including recommendations of people to interview as part of the evaluation and/or any specific issues to explore.

Evaluation of Strategic Partnership with Geneva Call – External Stakeholders

Evaluation back ground

Geneva Call (Appel de Genève) is a neutral and impartial non-governmental organisation dedicated to the protection of civilians through the promotion of respect by armed groups for international humanitarian norms in armed conflict and other situations of violence. Switzerland has supported the work of Geneva Call since its inception in 2000. It is a strategic partner of FDFA's Human Security Division.

FDFA commissioned an evaluation which is taking place between October -December 2015. The aim of the evaluation is to identify strengths, weaknesses, opportunities and threats to the work of Geneva Call that have an implication for the strategic partnership and in particular to generate concrete recommendations for the next five years including consideration of the following.

- The opportunities, challenges and risks for Geneva Call's work in core domains such as anti-personnel mines, protection of children in armed conflict, prohibition of sexual violence and gender discrimination, as well as the general promotion of international humanitarian law,
- The opportunities, challenges and risks for Geneva Call's work in the wider context of the protection of civilians, peace and security, humanitarian aid, humanitarian policy, and development cooperation,
- Geneva Call's balance between thematic diversification and implementation of existing standards (Deed of Commitment),
- management stability and financial sustainability, and
- The content and coordination of the donor relation between Geneva Call and Switzerland.

Discussion checklist

All interviews will be treated confidentially. The final evaluation report will have an annex including the names of all interviewees but comments will not be attributed without permission. This guide serves to support interviews and discussions. It will be adapted to be relevant for each interview.

General

18. Please tell me about your work and how it links with that of Geneva Call?

Effectiveness

19. What are some of the key trends, achievements and challenges in protection of civilians in armed conflict in the past five years?
20. What were some of the key steps, actions and other factors which brought about these developments?
21. Did the work of Geneva Call contribute to the achievements? If so, how?
22. What is the distinctive contribution of Geneva Call, different from other organisations in the area of protection, peace and security and humanitarian action?
23. From what you know of Geneva Call's work, what does the organisation do well? Any specific examples to illustrate.
24. What areas could they develop further and/or improve upon? Do you have any specific examples to illustrate this?

Strategic development

25. How is the context for protection and humanitarian action changing?
26. Are there new opportunities or challenges emerging for Geneva Call's work?

27. Do you have any specific recommendations to Geneva Call on how to make its work more effective?

Country analysis framework

	DRC	Lebanon	Myanmar	Philippines	Somalia	Syria	Turkey
Start date and status							
Approach and Rationale							
Engagement with ANSAs							
Context- need; other organisations activities							
GC activities to support compliance							
Evidence of compliance							
Monitoring matrix- quality							
Method of monitoring compliance e.g. partnerships							

Monitoring by GC of programme progress							
Efficiency							
FDFA input							

Annex 5 - Financial analysis

Geneva Call financial information

CHF	2,010	2,011	2,012	2,013	2,014	2015 (budget_
Income	2,533,324	2,492,518	3,437,950	3,599,628	3,936,444	
Expenditure	2,671,671	2,614,633	3,069,513	3,592,138	3,952,830	4,343,379
Number of institutional donors	14 institutional	13 institutional	15 institutional	17 govt	15	
Institutional grants	2,409,467	2,084,129	2,466,906	3,206,832	3,167,157	
Private donor contributions	46,561	357,488	400,893	134,046	289,804	
Other income	22,420	23,125			353,614	
HSD total contribution	772,611	781,460	787,666	1,147,630	946,465	
HSD contribution as % of total Geneva Call income	30	31	23	32	24	
Size of HSD core contribution		500,000	g			
Africa-exp	277,059	326,396	296,538	457,405	506,920	
Asia-exp	446,567	418,724	543,466	662,213	854,597	
Latin America Europe Mid E-exp	543,365	702,004	842,460	1,036,816	1,312,181	
Other region						
Programmes- direct total	1,268,991	1,447,123	1,682,464	2,156,435		
Programme support	815,147	700,474	1,013,821	958,052	795,466	
Admin management and communications	587,533	469,047	373,227	477,651	483,665	
Admin as % of expenditure	22	18	12	13	12	
HR total costs			2,028,740	2,157,081	2,525,429	
HR as % total expenditure			0.66	0.60	0.64	
Number of staff FTE			16.61	18.47	21.21	
Average cost per FTE			122,139			
Expenditure per FTE			184,799	194,485	186,366	
Number of countries of operation	10	15	16	15	15	18

