



July 2018

Management Response

to the Evaluation Report on the Geneva Centres GCSP, GICHD and DCAF

Introduction / The process

1. The Comité de Pilotage welcomes the submission of the evaluation report and expresses its appreciation for the work done by the evaluation team under the leadership by Mr. Yvan Conoir (Universal Management Group Ltd.). The evaluation was conducted as mandated. The Comité de Pilotage highly values the evaluation process and appreciates the regular, frank and open dialogue and interaction with the evaluator.
2. The Swiss Confederation supports the Geneva Centre for Security Policy GCSP, the Geneva International Centre for Humanitarian Demining GICHD, and the Geneva Centre for the Democratic Control of Armed Forces DCAF (hereafter: the [three] Geneva Centres) through both core and project funding and is a member of the respective governing boards of the Centres. On 24 September 2015, the Swiss Federal Parliament agreed on the framework credit 2016-2019 in continued support of the three Geneva Centres (federal dispatch 14.091, hereinafter also referred to as the "dispatch").
3. The dispatch stipulates that, *inter alia*, an evaluation shall be undertaken, focussing on the relevance, effectiveness, efficiency and sustainability of the work executed by the three Geneva Centres. The Interdepartmental Steering Committee of the Swiss Federal Government, the *Comité de Pilotage (CdP)*, initiated this evaluation in July 2017, with a view to contribute to the development of a next report and dispatch of the Federal Council to the Federal Parliament for the 2020-2023 legislative period. The Comité de Pilotage represents the body responsible for the integral management and steering of the Swiss Contributions to the Centres and the Swiss Confederation's representation in the Centres' governance bodies.

Overall appreciation of the evaluation report

4. The Comité de Pilotage confirms its view that the evaluation report on the relevance, effectiveness, efficiency and sustainability of the Geneva Centres and their governance addresses all of the issues and questions as agreed in the Terms of Reference published on 25 August 2017, and confirms that the methodology applied is based on both the TORs and regular exchanges between the evaluation team and the Comité de Pilotage.
5. The Comité de Pilotage further confirms its view that the recommendations emanating from the evaluation report are of strategic relevance, tangible and concrete, and directly informative for the forthcoming dispatch and the definition of tasks at hand for the 2020-2023 legislative period. It particularly appreciates that the recommendations cover two

fundamental dimensions, that is the substantial dimension related to the Centres' work, and the institutional dimension related to the Centres' corporate development and governance.

6. The Comité de Pilotage welcomes the evaluation report's assessment that each *"of the Centres is perceived as a leading institution in their respective area of expertise"*. This confirms the Comité de Pilotage's perception that the Centres generate a distinct added value through globally recognised top-quality expertise in the domains of security policy executive education (GCSP), humanitarian demining (GICHD) and security sector governance (DCAF), and thus contribute with top-quality products to international peace and security. The Comité de Pilotage further welcomes the assessment that *"the reputation of each of the Centres is associated with Swiss values of neutrality and independence, which strengthen their relevance in the sensitive political fields in which they work"*. It confirms the Comité de Pilotage's view that the independent Centres act as multipliers of Swiss peace and security policies, in the spirit of the federal dispatch 2016-2019.
7. Simultaneously, the Comité de Pilotage also notes with particular interest the findings related to a necessary institutional strengthening after phases of thematic expansion, related to governance and the fiduciary, strategic and programmatic oversight from the Foundation Councils, related to the introduction and implementation of a results-based management. The Comité de Pilotage considers these findings as highly relevant as they pave the way for creating a solid institutional fundament for the coming years; this enables the Centres to strategically analyse and anticipate future opportunities and challenges, and to continuously provide up-to-date and needs-oriented services and products.

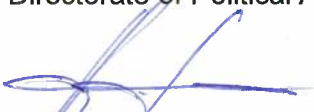
Main focus of the recommendations

8. With regard to the **specific recommendations to the Swiss Confederation**, the Comité de Pilotage generally welcomes the recommendation to take stock of the results of its contributions so far and prepare a vision for the forthcoming years. This process is already launched in the context of the current editing of the next dispatch, but will also have to be continued in the years to come. However, there will be value to take stock not only with regard to the results as such, but also with regard to the positioning of the Centres as part of "International Geneva" and in complementarity to other initiatives through the coming years. The Comité de Pilotage further welcomes the recommendations with regard to a clarification on third party financing (diversification of funds) and the change of incentives for the use of synergies among the Centres and within the Maison de la Paix.
 9. With regard to the **specific recommendations to the Foundation Councils**, the Comité de Pilotage shares the view on the central role of the Foundations' governance bodies (Foundation Council, Bureau, Advisory Board) and the necessity to involve its members in a regular, expertise-oriented way. In close cooperation with the centres and through its Foundation Council members, the Comité de Pilotage will take the respective recommendations forward, taking into account earlier experiences with comparable bodies and supporting pragmatic approaches.
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10. With regard to the **specific recommendations to GCSP, GICHD and DCAF**, the Comité de Pilotage generally welcomes the direction of the recommendations; it generally shares the views expressed in the evaluation report leading to the recommendations, and sees the need to address certain institutional deficiencies after a period of thematic expansion

among the Centres. The Comité de Pilotage will give strategic guidance concerning the ongoing thematic structural expansion that are in line with Switzerland's peace and security political interests. The Comité de Pilotage welcomes the positive Management Responses provided by the Centres.

11. The Comité de Pilotage does not restrain a further thematic expansion by the Centres in the coming years, and will specifically support thematic expansions that are in line with Switzerland's peace and security political interests. However, it will not support further expansion without emphasizing the relevance of strengthening the institutional framework and the corporate development of each Centre. The Comité de Pilotage will support the Centres in the implementation of concrete measures as outlined in the respective Management Responses.
12. The Comité de Pilotage is monitoring and supporting the implementation of the recommendations. From the recommendations specifically directed to each Center, the Comité the pilotage will emphasize on the following:
GCSP: The establishment of an Advisory Board, respectively the strategic use of the Council of Foundation that can provide strategic direction and programmatic support to the Centre.
GICHD: The capitalisation of its advanced work on IATG with a view to increase capacities on Ammunition Management.
DCAF: The strategic use of an Advisory Board or similar, the monitoring of the stabilisation of the Human Resources Department and the integration and implementation of the new policy on personal integrity (including a renewed survey among DCAF staff by the end of 2018).

Directorate of Political Affairs DP



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ANNEX - Management Response with regard to the recommendations made to the Swiss Confederation and the Foundation Councils

Recommendation to the Swiss Confederation	Position of the Comité de Pilotage	Deadline / Responsibility	Measures and status of implementation
Recommendation 1: As part of the parliamentary process in the lead up to the forthcoming Dispatch, the Swiss Confederation should take stock of the results of its contributions so far and prepare a vision for the next 4 years.	Agreed (in principle) (Phase 1) The process of taking stock has already been launched (the evaluation is in fact a fundamental prerequisite for this). However, the CdP will contextualise the stocktaking in the wider political context for the dispatch 2020-2023, which formalises the "vision". A next strategic stocktaking (phase 2) should take place only in 2020/2021, ahead of the next legislative period.	Phase 1: 31.12.2018 CdP (in consultation with Centres) Phase 2: 31.12.2021 CdP (in Consultation with Centres)	Phase 1: The CdP will take stock inter alia on the occasion of the "Geneva Day" (18.6.2018) and finalise the draft dispatch to the decision by the Federal Council (end 2018). In the editing process, the CdP will put a particular emphasis on a clear vision, financial needs and justifications, and goals to be reached by the end of 2020, covering both a thematic and an institutional dimension. The CdP will monitor the parliamentary debate and implement the provisions of the dispatch hereafter. Phase 2: With a strategic view beyond the legislative period ending 2023, the CdP will launch strategic reflections in 2020/2021, in order to prepare a next evaluation in 2022 and the parliamentary decision in 2023 on the legislative period 2024-2027.
Recommendation 2: The FDFA should make it explicit that only Swiss Core funding is counted in	Agreed The explicit clarification will be made.	31.12.2018 CdP (in the context of the federal dispatch)	This clarification will be contained in the federal dispatch on the framework credit 2020-2023.

its objectives for the Centres' diversification of resources.			
Recommendation 3: The Swiss Confederation should stop funding "forced synergies" and let bottom-up, progressive, pragmatic, needs-based, genuine initiatives grow among the Centres.	Agreed The mandate to use of synergies will again be contained in the federal dispatch on the framework credit 2020-2023, but it will not include anymore a minimum financial threshold for using the core contribution.	31.12.2018 CdP (in the context of the federal dispatch)	This aspect will be contained in the federal dispatch on the framework credit 2020-2023. In concrete terms, the emphasis will be less put on the use of synergies but more on the use of the complementary services provided by each Centre (as each Centre offers a unique and distinct set of services and products). The CdP will follow up on the semiannual interim reports particularly also with a view to analyse how synergies and particularly complementary activities were promoted..
Recommendations to the Foundation Councils	Position of the Comité de Pilotage	Deadline / Responsibility	(Status of) Implementation
Recommendation 1: Foundation Council members should be more invested in the Centres' work to fulfil their governance role. Members should actively look for opportunities to support fundraising, as well as improve strategic coherence, information sharing and reach.	Agreed Being aware of its central role representing Switzerland, the CdP will address this recommendation in close cooperation with the Centres and the other members of the Councils of Foundation, being aware that such changes will take some time. The CdP will instruct its own representatives among the Councils of Foundation in this sense. The Comité de Pilotage will treat Recommendations 1, 2 and 3 as part of a package on the "Role of the Council of Foundations / the Bureaus", taking into account already made reflections or decisions (e.g. discussion among DCAF Bureau members).	31.12.2021 CdP, in close cooperation with the Centres and the CoF Member States	Late 2018: initialisation of reflections among CdP Spring 2019: Concretisation of ideas with Directors Summer 2019: Informal Consultations with Bureau Members Late 2019: Informal consultations with CoF-members
Recommendation 2: The Foundation Councils and their founding members should support the internal reflections of the Centres to develop their	Agreed (idem, see above)	31.12.2021 CdP, in close cooperation with the Centres and the CoF Member States	(idem)

separate brands, missions, scope and functions.				
Recommendation 3: The Foundation Councils of DCAF and GCSP should support the respective Directors to establish Advisory Boards where appropriate.	Agreed (Idem, see above)	31.12.2021 CdP, in close cooperation with the Centres and the CoF Member States	(Idem)	

